

THE BULLETIN

APRIL 6, 1992 ~ 45TH YEAR ~ NUMBER 17

President Considers Salary Increases

Budget model assumes increases of four, zero and one percent in next three years

BY DAVID TODD

SALARIES AT THE UNIVERSITY will increase just five percent over the next three years if the administration's current assumptions hold true, President Robert Prichard told the Academic Board on March 26.

Outlining the major elements of the 1992-93 budget strategy, Prichard said the administration is now working with a model that assumes a four percent compensation increase in the coming fiscal year. According to this budget model, there would be no economic increase in salaries for 1993-94 and only a one percent increase for 1994-95. Compensation, he said, would thus increase by the same percentage as the University's grant from the provincial government over the three years.

"This is not a bargaining position or a unilateral determination of compensation," he was quick to add. "It is simply the best assumption we can make as to what the University should and will do with respect to compensation for the next three years." It remains to be seen whether negotiations with employee groups in the months ahead will produce agreements consistent with the budget strategy, he said.

The University's 1992-93 budget report is now well on its way to completion. The final report is expected to be introduced at the Academic Board on April 30.

Both the staff and faculty associations

signed agreements last year that provide for salary increases of four percent in 1992-93. Prichard said campus-wide consultations, following the Jan. 21 announcement of record-low provincial transfer payment increases, have revealed "significant reluctance" on the part of these groups to reopen the agreements. On the other hand, he told the board, "there is acceptance that restraining the rate of compensation increase is a proper and inevitable part of the budget strategy and that agreements over the next three years must reflect the means available to the University."

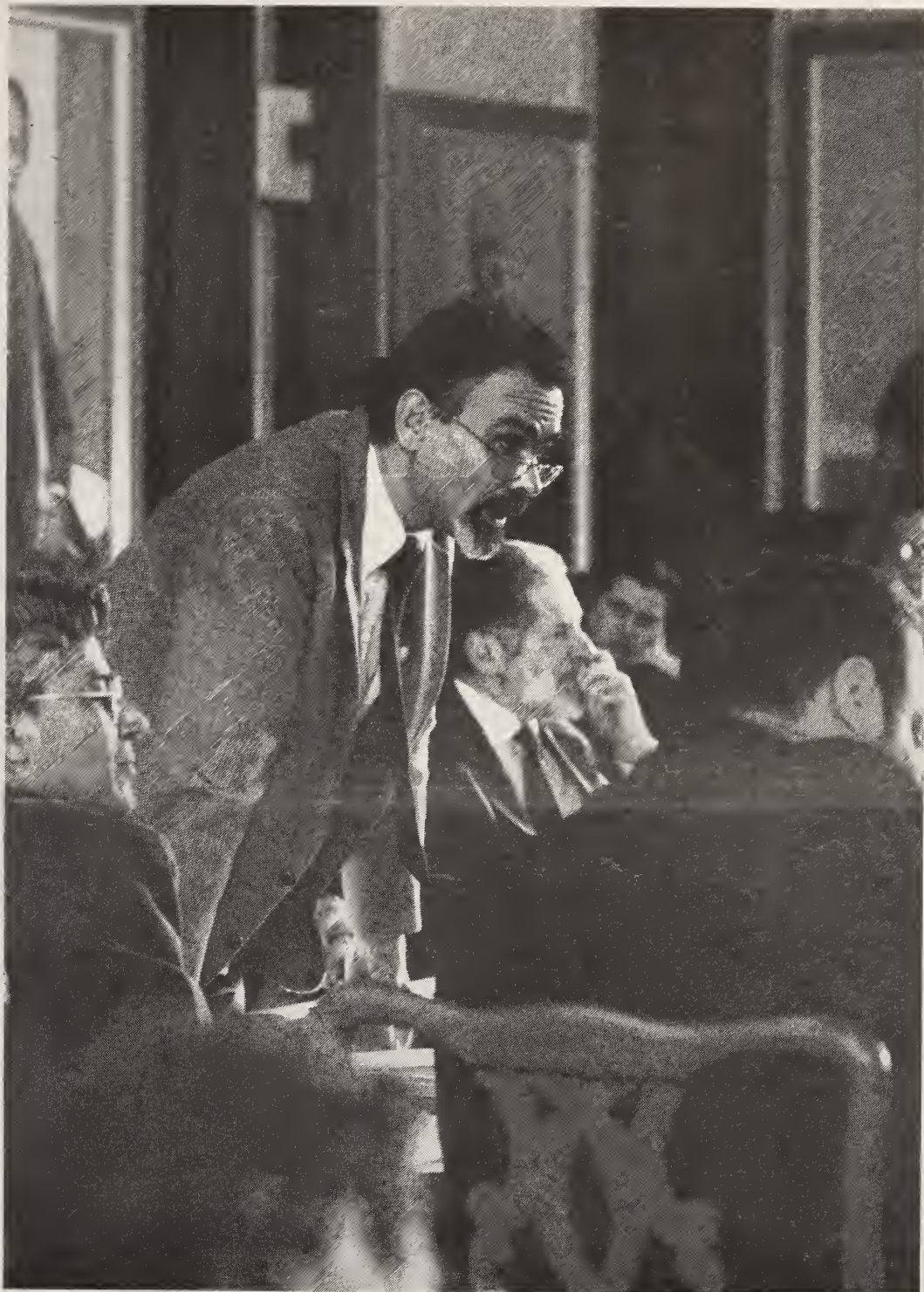
The U of T Faculty Association (UTFA) flatly rejects the possibility of reopening its 1992-93 agreement. But UTFA has begun preparing for negotiations with the administration on 1993-94 salaries, president Bonnie Horne said. The association's salary, benefits and pensions committee will try to draft a slate of proposals to be discussed at the UTFA council meeting in May.

The U of T Staff Association (UTSA), meanwhile, has committed to discussing 1993-94 salaries as soon as possible. UTSA members will also vote on reopening the 1992-93 agreement at their annual general meeting April 29. But at this point, UTSA president Judith Eichmanis said, it appears unlikely that staff will favour the idea.

Based on the administration's

~ See *PRESIDENT*: Page 2 ~

Academic Point of View



DAVID WOHLFAHRT

Professor Thomas Adamowski of the Department of English emphasizes a point during debate at the Academic Board April 2. Members considered the revised sexual harassment policy and the policy for academic administrative appointments. Budget discussions are expected to begin April 30.

Business Board Approves Negotiations

BY KARINA DAHLIN

THE BUSINESS BOARD HAS GIVEN the administration its approval to negotiate a formal agreement with the U of T Staff Association (UTSA).

At the March 30 board meeting, Professor Michael Finlayson, vice-president (human resources), said talks on the proposed agreement have already begun. He hopes to conclude discussions before the end of the academic year. Any deal that is reached is subject to the board's approval.

In drawing up the proposed "framework agreement," Finlayson said the administration has tried to avoid the "inflexibility" that characterizes the Memorandum of Agreement with the U of T Faculty Association (UTFA). The proposed agreement will not "subject the

University to the intervention of an outside mediator-arbitrator" in salary discussions, nor will it provide for frozen policies, he said.

According to the Memorandum of Agreement with faculty, certain policies affecting teaching staff cannot be changed without the consent of both UTFA and Governing Council. Lately this has created an impasse in the process to revise the academic appointments policy.

"We have learned that frozen policies are very difficult to change," said Finlayson. Widespread consultation is the best way to change policies that affect staff, he added. The proposal gives the Business Board the ultimate responsibility for approving new staff policies.

The proposed agreement consists of three central components: salary

~ See *BUSINESS*: Page 2 ~

Zoologist Wins Gairdner Award

AU OF T ZOOLOGIST AND A FORMER University president have won 1992 Gairdner Foundation International Awards for outstanding contributions to medical science.

Professor Yoshio Masui of the Department of Zoology and Dr. John Evans, U of T's president from 1972 to 1978, are among seven winners chosen from Canada, England and the United States. Masui and Evans are the two Canadian recipients. Masui's award is accompanied by a \$30,000 grant while Evans' carries a \$40,000 prize.

Masui is being recognized for his research on mitosis, the process of cell division. He has been on staff

at U of T since 1969. From 1971 to 1986, he and six graduate students worked on a new approach to mitosis and contributed to a greater understanding of the factors that promote and control cell division.

Evans is being honoured for his worldwide leadership in medicine and medical science, particularly for his roles as founding dean of McMaster University's medical faculty; director of the Department of Population, Health & Nutrition with the World Bank; and chair of the board of trustees of the Rockefeller Foundation which funds science-based development projects in health, population, agriculture and the environment.

Evans is also credited with developing an innovative community-centred and patient-oriented approach to the teaching of medicine. He is currently chair of Allelix Biopharmaceuticals Inc., a biotechnical research and development company in Mississauga.

The awards will be presented in Toronto Oct. 23 by Lieutenant-Governor Henry Jackman. Winners will give lectures at U of T on Oct. 22 and 23.

This year's winners were selected by the foundation's medical advisory board, chaired by Dr. Charles Hollenberg, director of the Banting & Best Diabetes Centre, and the foundation's president.

IN BRIEF



Academic Board approves report

THE REPORT OF THE SPECIAL COMMITTEE TO REVIEW THE HAIST Rules on Academic Administrative Appointments received approval at the April 2 meeting of the Academic Board. The committee, headed by Professor Paul Perron, chair of the Department of French, was established in March 1990 to review and revise the policy. Their changes to the rules include: defining the qualifications, duties and responsibilities of each academic administrative officer; requiring the provost's approval for the creation of any such new position; modifying the administrative leave entitlement to reflect service of less than five years; and establishing procedures for the removal of academic administrators.

Tsui receives gold medal

PROFESSOR LAP-CHEE TSUI OF THE DEPARTMENT OF MEDICAL Genetics & Medical Biophysics and the Hospital for Sick Children is the winner of the 1992 Elliott Cresson Gold Medal. The medal, given by the Franklin Institute in Philadelphia, Pennsylvania, is being awarded to Tsui for his role in the identification of the cystic fibrosis gene. Cresson, a 19th-century philanthropist, created a fund for the award, which recognizes novel research pursuits, inventiveness, ingenuity and exceptional skills.

Historical board selects UC book

THE TORONTO HISTORICAL BOARD HAS SELECTED A BOOK ON THE social, cultural and architectural history of University College to receive one of its awards of merit. The book, *A Not Unsightly Building: University College and Its History*, was written principally by Professor Douglas Richardson of the Department of Fine Art with contributions from University Professor Emeritus J.M.S. Careless of the Department of History and Professor Emeritus Gerald Craig, also of history, who died in 1988. The UC alumni association acted as co-publisher with Mosaic Press in Oakville. The historical board presents awards for achievements in the areas of building restoration, publications and general contributions to heritage preservation.

Room named after chancellor

A ROOM IN THE INTERNATIONAL STUDENT CENTRE HAS BEEN NAMED in honour of Chancellor Rose Wolfe. The seminar-sized room, to be known as the Rose Wolfe Room, was officially opened March 27. It has been refurbished with new carpeting, furniture and a blackboard and will be used primarily as an English writing lab. The U of T Alumni Association pledged \$5,000 for the renovations. Wolfe has an outstanding record of service with a wide range of community, educational and cultural organizations.

Pathology award given to Farber

PROFESSOR EMERITUS EMMANUEL FARBER OF THE DEPARTMENT OF Pathology is the recipient of the 1992 Distinguished Pathologist Award given by the joint Council of the United States & Canadian Academy of Pathology. The award recognizes distinguished service in the development of pathology. Farber has made lasting contributions through his pioneering work into the molecular basis of disease mechanisms. Although he retired as departmental chair in 1985, Farber continues to teach and conduct research.

Social work donates \$2,400

THE FACULTY OF SOCIAL WORK HAS DONATED \$2,400 THROUGH ITS personal safety initiative fund to three sexual assault care centres — at Women's College, Mississauga and Scarborough Grace Hospitals — and to the University's personal safety awareness office. The money was raised through sales of "For Safety's Sake" whistles at University bookstores.

President Considers Increases

— Continued from Page 1 —

current cost and revenue assumptions, Prichard indicated, additional base budget cuts as well as one-time-only reductions will be necessary to keep the University on its course towards achieving financial equilibrium by 1996 as envisioned by the long-term budget guidelines. Administrative divisions will take greater reductions than academic ones, he said, reflecting the widespread desire to protect the academic activities of the University.

The additional base budget cuts to be assigned to the Human Resources Department and the research and international relations office for 1992 to 1996 will be four times greater than those assigned to the academic divisions. For business affairs and computing and communications, they will be three times as large, while for the president's portfolio and the provost's non-academic envelope they will be twice as large.

The Division of Development &

University Relations will escape relatively unscathed for the time being, taking cuts equivalent to those assigned the academic divisions. The budget committee of the Academic Board has suggested that with more financial resources, the division could generate more private funding, Prichard explained; Gordon Cressy, vice-president (development and university relations), will be asked to bring forward a proposal to this effect, "and in the meantime it seems unwise to be reducing his budget immediately."

Administrative divisions will start making these base budget reductions in the coming fiscal year. Prichard will recommend, however, that the academic divisions be spared further reductions for another 12 months, to give them time to plan.

In addition to base budget reductions, one-time-only cuts will be necessary as a deficit control measure, Prichard said. If the University wished to avoid any further increase

to its current accumulated operating deficit of approximately \$20 million, the administration would have to assign one-time-only cuts as large as \$10 million. Such a step, Prichard said, would be too damaging to the academic mission of the University. Instead, he intends to recommend that the institution make one-time-only cuts of \$5 million between 1992 and 1994 while allowing the accumulated deficit to grow by roughly the same amount.

The relative magnitude of the planned cuts to non-academic divisions simply adds to the anxiety and resentment administrative staff now feel, Eichmanis said. "They know they've been targeted and they're not pleased," she said. "Whatever tolerance the institution has been owed by its employees is used up."

In an interview, Prichard noted 60 percent of administrative staff work in the academic divisions. "I don't think it's useful to think of this as singling out administrative staff," he said.

Business Board Approves Negotiations

— Continued from Page 1 —

determination, grievance process and policy development. The current mechanism for determining salaries and benefits allots a certain amount of time for the administration and UTSA to reach agreement. If the two cannot agree, the Business Board makes the final decision after hearing from both sides. Finlayson said the process works well and needs no changes.

"The clearest evidence of the effectiveness of the salary and benefits process is the two-year agreement reached last spring, for 4.5 percent and four percent for 1991-93, an agreement the administration respects as fully as those reached by different procedures with the faculty association and [the library workers]."

The current grievance process will probably be changed, said Finlayson. The staff association is critical of the procedures because they do not allow for group and association grievances nor for the possibility of an outside arbitrator, he said. Discussions on a new process are under way and the two sides are close to reaching a tentative agreement, he said.

Although a liaison committee exists to deal with policy development, the administration recognizes that an improved process is needed, Finlayson continued. The staff association is frustrated with present procedures — a new agreement should allow UTSA to influence the development of employment-related policies as much as possible.

The University does not intend to include administrative managers in the agreement, said Finlayson. This group is already identified in the staff policies manual as distinct from others with respect to overtime and vacation policy and should be subject to separate policies.

Alex Waugh, an administrative staff member of Governing Council, said he was pleased that the board spent more time discussing staff matters at this and the previous meeting

than ever before. He said it had been a mistake — "an unfortunate burden" — to allow arbitration on salaries and benefits in UTFA's agreement. He suggested mediation be included in an agreement with UTSA. "Mediation isn't arbitration."

Finlayson, however, did not agree. "Our experience with UTFA is that mediation becomes arbitration."

After the meeting UTSA president Judith Eichmanis said her association asked for an arbitration mechanism in salary and benefits talks. The denial of this request, however, will not stand in the way of negotiations, she said. The talks are at an early stage and matters such as mediation, the inclusion of managers in the agreement and policy development have yet to be discussed.

She said arbitration in the grievance procedure is important for UTSA. The procedure, which is now close to completion, names arbitration as a last resort.

UTSA does not wish to freeze any policies. "We want to change them," Eichmanis said. "Frozen policies don't give you the necessary level of flexibility."

Meanwhile, Finlayson told the Business Board "there will be a significant reduction in the size of the administrative complement during the next four years." Eichmanis said members of the UTSA executive

realize the University is faced with a serious financial problem and accept that reductions have to take place.

Since a large share of U of T's payroll goes to academic staff with tenure, the cuts will obviously have to take place among those without tenure, she said.

"But downsizing can be an opportunity to streamline things. If the administration asks us how to do it, no one will have to be laid off."


Correction

IN "DEEPER BUDGET REDUCTIONS Could Affect Administrative Activities, President Says" (March 23), the story should have said the administration planned to restrain the rate of increase of compensation for all employees over the next three years, not decrease compensation. The story also stated that a one-time reduction to base budgets was planned. While a one-time reduction to budgets has been proposed, the cuts will not be to base budgets but rather will be aimed at constraining the growth of the accumulated operating deficit. Meanwhile, the U of T Faculty Association will be discussing appropriate salary compensation, not wage reductions, when talks for a 1993-94 agreement begin. We regret any confusion these errors may have caused.

UNIVERSITY - OF - TORONTO

THE BULLETIN

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Fifty Staff Positions Affected, Committee Reports

Academic positions will be reduced by 140 over six-year period

BY KARINA DAHLIN

ABOUT 50 ADMINISTRATIVE staff positions will be eliminated in administrative divisions over a six-year period, a reduction of three percent of 1,600 staff members, says a report from the budget committee.

In comparison, the committee's review of academic divisions last year indicates that by 1995-96, teaching staff positions will be reduced by about 140, or 6.5 percent of 2,200 positions, says Professor Adel Sedra, chair of the Department of Electrical Engineering and the budget committee.

Reductions of academic administrative positions have yet to be calculated, Sedra said in an interview. However, he does not expect the numbers to be large because most academic divisions have managed to restrict their budget reductions to

attrition of teaching staff.

The budget review process was initiated after implementation of the University's long-range budget guidelines for 1990-91 to 1995-96. The guidelines were developed before the funding crisis created by this year's provincial government's transfer payment announcement. The announcement will result in more budget cuts later this year.

The report shows how the seven central administrative divisions, headed by the president and the six vice-presidents, will handle the budget reductions imposed to date. It also includes 23 recommendations that deal with budget planning, matters affecting individual divisions and ways to enhance revenues and services.

The president's office, the office of the assistant vice-president (planning), Governing Council, the om-

budsperson, sexual harassment office and other smaller portfolios have a staff complement of 67 and, under the guidelines, were assigned a two percent budget cut. This has been achieved by eliminating one position and saving \$68,000 on various operations.

The business affairs division with a complement of 847.6 full-time equivalent (FTE) positions was assigned a budget cut of 5.8 percent. The plan is to eliminate 33 FTEs, mostly through attrition, and further reduce costs, or increase revenues, by about \$2.4 million.

The Division of Development & University Relations with 77.5 FTEs in 1991-92 was asked to cut costs by eight percent. The plan is to reduce the staff complement by 7.5 FTEs by 1995-96 and to curb expenses, mainly those associated with the *University of Toronto Magazine*.

The Human Resources Department with 65.9 FTEs and the office of research and international relations with 27.4 FTEs were each assigned budget reductions of 1.1 percent. They accomplished their cuts in 1990-91 without staff reductions. However, both divisions are scheduled to return to the committee with more detailed plans and may be subject to further cuts, said Sedra.

Each of the provost's four administrative departments were assigned budget cuts of 5.8 percent. The savings will be achieved by reducing expenses in some cases and increasing income in others. The combined staff complement of the four departments will increase from 246.52 FTEs in 1990-91 to 256.13 in 1995-96. Sedra's report says this division has had to cope with a growing workload over the past five years. New staff include an

adviser on undergraduate education and two educational consultants.

Computing and communications with a staff complement of 190 FTEs has been assigned a 5.8 percent reduction. To achieve this, 14 positions will be eliminated, largely through attrition, and other measures such as reduction of services will be implemented.

The committee's report was received by the Academic Board March 26. Calling it a "historic document," Professor David Tinker of the Department of Biochemistry said the budget committee has evolved to become "in effect, the auditor general of the University."

The report recommends that the committee's terms of reference be amended to give it a continuing role in reviewing and monitoring divisional budget plans.

Fat Checking

MORE DATA ARE NEEDED TO determine whether U of T's administration could increase cost effectiveness, says Professor Adel Sedra, chair of electrical engineering and the budget committee of the Academic Board.

Many members of the University community are wondering if there is any fat to be trimmed in administrative divisions, Sedra says. He advocates that regular reviews be undertaken to ensure that the institution is efficiently administered.

Sedra's 15-member budget committee recently completed a two-year review of all academic and administrative divisions of the University. Its second report, which looks at administrative divisions, was presented March 30 to the Business Board for information.

Professor Basil Kalyon of the Faculty of Management asked if anyone is considering "benchmarks" or other ways to show where, if any, inefficiencies exist. Sedra said he hopes some measures will be developed eventually.

Members also voiced concern about the University's deferred maintenance costs of more than \$100 million. William Blundell, a government appointee, said the University has a major resource allocation problem.

"There is so much money available. Usually a bureaucracy will protect itself and run down its plant. That's what's happening here. With limited resources in the future, we must put more money into the physical plant and find a way of getting along with less bureaucracy. We've got to bite the bullet on this one," he said.

The cost of deferred maintenance could be viewed as a deficit, said Alex Waugh, administrative staff representative. "We should have a plan, we cannot let the place fall apart."

Bryan Davies, vice-president (business affairs), said he shares Waugh's concerns and noted that the financial statements of some US universities record their deferred maintenance costs as liabilities.

Taking Care of Business



Dean Roger Wolff of the Faculty of Management is surrounded by jubilant business students at a party celebrating the number one ranking of the faculty's MBA program among Canada's 26 MBA schools. Canadian Business magazine rated U of T tops in its April issue, based on criteria relating to quality of the students, faculty, curriculum and graduates. The festivities were held March 26 at the Four Seasons Hotel.

Honorary Degree Will Be Awarded to Barbara Frum

BARBARA FRUM, WHO DIED March 26, will receive an honorary degree posthumously from U of T June 9. Frum, who was host of CBC TV's *The Journal*, died of leukemia. Early in March U of T announced it would award Frum an honorary degree for her effort in helping Canadians better understand their country and the world around them. The University has established the Barbara Frum Fund in the Department of History at the request of the late journalist's family.

A total of 15 honorary degrees will be awarded this June. The names were proposed by the University's

committee for honorary degrees and approved by Governing Council Feb. 6.

Dr. Roberta Bondar, Canada's first female astronaut, will receive an honorary doctor of science from U of T on June 15. Bondar, who graduated from U of T in 1974 with a PhD in neurobiology, is being honoured for her contribution to the field of neurology and for her scientific achievements on the space shuttle Discovery in January.

Other recipients of honorary doctor of science degrees are Professor Emeritus Wilfred G. Bigelow of the Department of Surgery and Yasunori Nishijima, former president of Kyoto

University in Japan.

Georges Erasmus, former national chief of the Assembly of First Nations; William Farlinger, chair and chief executive officer of Ernst & Young and former chair of the President's Committee; Mary Jackman, a long-standing supporter of the arts; Sam Ramsamy, president of the National Olympic Committee of South Africa; William Reid, Haida artist; and Veronica Tennant, former principal dancer with the National Ballet of Canada, will receive honorary doctor of laws degrees.

Honorary doctor of letters will be

conferred upon Octavio Paz who received the 1990 Nobel Prize for literature; Professor Emeritus Joseph Skvorecky of the Department of English and his wife Zdena Salivarova whose publishing operation helped to keep Czech literature alive over the past 21 years; Fatou Sow, a sociologist with the Institut Fondamental d'Afrique Noire in Senegal for her work on African women and development studies; and Helen Vendler, a professor of English at Harvard University for her contribution to scholarship and criticism in the field of modern poetry.

ROB ALLEN

Forum Discusses Teaching, Research

BY SUZANNE SOTO

U OF T MUST BECOME MORE sensitive to the needs of its visible minority students if it wants to avoid alienating them, participants at a workshop on teaching and research heard March 27 at Victoria College.

Keren Brathwaite, coordinator of English courses in the Transitional Year Program, said many minority students at U of T feel "extremely alienated." These students do not feel their views and values are reflected through the Eurocentric approach to education.

"Sometimes the most quiet ones are sitting in the classroom, not saying anything but boiling inside," Brathwaite said, adding that these feelings sometimes "come out in aggression." She cited the protests against the 1990 exhibit Into the Heart of Africa at the Royal Ontario Museum as an example.

The workshop, Recognizing Diversity in the Classroom, was part of a one-day forum on teaching in a research university organized by the Faculty of Arts & Science. Professor Kay Grisé, the faculty's associate dean of humanities, said the forum was held to give faculty in the tenure stream an opportunity to meet each other and senior faculty and exchange ideas on teaching.

While most participants agreed with Brathwaite that the University should do more to assist and encourage minority students, some felt that meeting the needs of every student is an impossible task.

"We are always leaving someone out because of the cultural diversity," said Professor Peter Saunders of the Faculty of Management and Erindale College. Many students, he added, arrive at U of T with their own expectations and agendas. Faculty should not impose their wishes on these individuals such as prodding them to interact with others.

Professor Cynthia Goh of the Department of Chemistry wanted to know how long the University should accept responsibility in trying to meet the needs of visible minority students. "Do we have to keep nurturing people throughout their four years at the University?" she asked. When these students enter the "real world," most will be judged on how well they do their jobs, not necessarily on their ethnic background. Goh said she believed in being sensitive to all her students, not just those considered minorities.

Professor Jerry Brunner of the Department of Statistics said language is a major barrier to communicating with students from other countries. A high percentage of his students, he said, have a very basic knowledge of English. He suggested that a curriculum course on remedial English could go a long way in improving both communication and relations between professors and students.

Professor Keren Rice of the Department of Linguistics said that visible minority students would feel more welcome if teaching staff make an effort to talk to students individually.

Policy Endorsed

DESPITE CONCERNS ABOUT time-limit extensions for sexual harassment complaints, the University Affairs Board (UAB) approved a revised sexual harassment policy March 24 after more than two years of discussions.

The policy, which was presented at the April 2 meeting of the Academic Board for comment, will be sent to the U of T Faculty Association (UTFA) for its response. Any remarks will be considered by the administration and a decision made on whether to send the policy back to UAB. The document will be presented at the May 28 meeting of Governing Council for final approval, said David Neelands, assistant vice-president (student affairs).

"If the faculty association's response indicates we should look at the matter again, we will ask the University Affairs Board to reopen it at the next available meeting," Neelands said. He added that while UTFA does not have the authority to stop the approval process, the administration wants UTFA's seal of approval.

The board's endorsement of the 34-page policy came after more than three hours of discussion.

Suzie Scott, UTFA's executive director, said extensions to the time

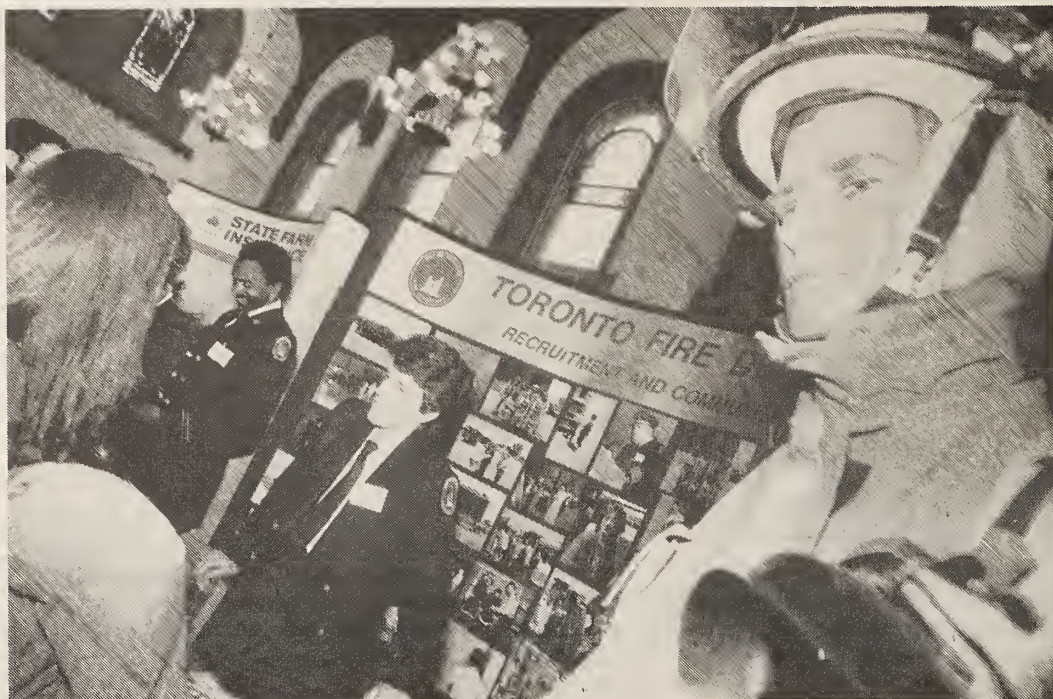
limits at nearly all stages of the sexual harassment complaint process are "way too long." For example, the time limit for mediation has been extended from 10 to 20 days and a complainant now has 30 instead of 20 days to decide whether to ask for a formal hearing if mediation fails. The provost now has 60 days to notify complainant and respondent about the possibility of a formal hearing. "We want less time," Scott said. "There is an old adage that justice delayed is justice denied."

If a complaint took the maximum time, several months could go by before the matter was resolved, she said. This would be very difficult on both parties but especially on the person accused of sexual harassment.

Neelands, however, said the limits are appropriate given the University's experience in receiving advice from its lawyers on legal matters. It takes time, he said, for counsel to give informed decisions on individual complaints.

In an interview following the meeting, Scott said the revised policy is essentially reasonable although UTFA will be commenting on some portions of it, particularly the time limits. "There are a couple of problems but I hope we can sort them out."

A Hot Prospect



Recent U of T graduates and alumni flocked to UC March 31 to attend Career Fair 92, featuring employers such as the Toronto Fire Department. More than 1,800 people attended the event that brought together 31 organizations offering positions ranging from entry-level to senior management.

Association, CanCopy Work on Licensing Agreement

BY DAVID TODD

CANADIAN UNIVERSITIES WILL pay licence fees in exchange for the right to make photocopies of copyrighted material for educational use, if negotiations with a collective of authors and publishers prove successful.

The Association of Universities & Colleges of Canada (AUCC) and the Canadian Reprography Collective, known as CanCopy, are meeting regularly in an effort to produce a model licensing agreement. Neither side, however, will predict how long the negotiating process might take.

"It's going as quickly as it prudently could," said Jacquelyn Scott, director of the School of Continuing Studies and a member of AUCC's advisory group on copyright. "We're trying to get something that will fit the university context, that will acknowledge the need for access to published materials and that will be financially reasonable."

A licensing agreement for universities would permit photocopying of material for educational purposes, subject to certain defined limits, without prior permission from the copyright holder. Each institution would sign such an agreement and would pay a blanket fee to CanCopy. The collective, in turn, would have the responsibility of distributing the royalties to authors and publishers. Copyright holders would be assured of receiving appropriate compensation for the use of their works at universities, said Lucy White, CanCopy director of programming.

The parties will have to reach accord on a survey for determining how much copying actually takes place at universities as well as on a fee structure. "There are lots of statistically difficult issues to figure out," said AUCC director of information services Sylvia Franke.

Carole Moore, U of T's chief librarian, said the concept of a licensing agreement appears workable in principle. But AUCC and CanCopy, she added, must take pains



Jacquelyn Scott

to ensure that it does not prove too cumbersome in practice. "The administrative details will be fairly important in terms of the cost to libraries," she said. "It's important not to waste money unnecessarily on the survey sampling part of it. If you try to keep track of every copy, you'll probably spend more than will go into [authors'] pockets."

Canada's copyright act forbids the copying of any "substantial" part of a work without the consent of its owner. The legislation does make exceptions: people can make copies for such purposes as private study and research without prior permission. Complications can arise at universities, however, when professors wish to copy materials for distribution to an entire class. "It becomes an onerous constraint to have to locate publishers and authors and write to them to make sure copyright clearance is provided," Moore said.

The federal government's Bill C-60, passed in January 1989, permits the formation of collectives to rep-

resent authors and publishers in licensing negotiations with such major users of photocopied materials as universities, schools and governments. To date, CanCopy has established agreements with primary and secondary schools in Ontario and Manitoba through their ministries of education. The collective is also negotiating with schools in Saskatchewan and Alberta and with the federal government.

Universities anticipate that a second federal copyright bill, which the government plans to introduce in the fall, will exempt some copying at educational institutions from licensing arrangements. CanCopy favours licence fees that would cover all photocopying of copyrighted materials at universities. But many in the university community would prefer to see charges applied only for certain kinds of photocopying such as the making of multiple copies. If blanket fees are calculated on a per-copy basis without exemptions, Scott said, universities could find themselves saddled with heavy costs that inevitably would be passed on to departments, researchers and students.

Legislation in other countries such as the United States, Moore noted, allows for such exemptions. If Canadian collectives establish reciprocal arrangements with their counterparts abroad, without having comparable exemptions, far more money will flow out of Canada to cover the copying of non-Canadian works than will flow back from other countries for copying of Canadian materials. In the U of T Library, she said, 90 percent of all materials copied are non-Canadian.

CanCopy, however, has rejected any suggestion that exemptions are needed. "They usurp the rights of the copyright holder," said White. "Essentially they say: 'We believe that the users' rights take precedence over the copyright holder's rights.'"

Parking Study Places Priorities

Drivers will have to prove need

BY KARINA DAHLIN

PEOPLE WHO WANT PARKING permits at the University will have to prove they need to drive to work or classes if a report's recommendations on parking on the St. George campus are implemented.

The existing parking policy allows those holding permits to renew them yearly without having to show whether they need to drive to work or not, says Professor Lynd Forgyson, principal of University College and chair of the committee to review parking requirements on the St. George campus.

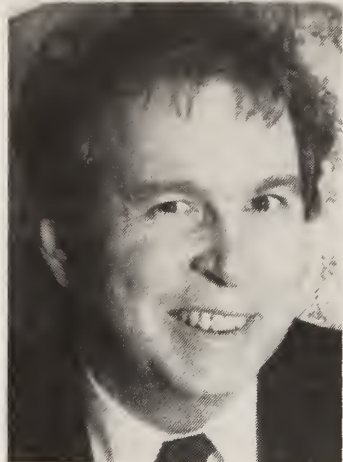
The committee's report released last week suggests that priority should be given to those who are physically challenged, then to faculty and staff who demonstrate that the use of their cars is essential for work and thirdly to faculty, staff and students who demonstrate "that their particular circumstances require intensive travel by automobile." The latter group would include, for example, those who care for elderly or otherwise needy relatives.

Spaces that are not allocated according to these criteria should be offered on a daily cash basis to other members of the University, says the report.

Forgyson has submitted the document to President Robert Prichard and the chairs of the University Affairs Board and the planning and

priorities committee of the Academic Board. Both the committee, which asked for the review, and the board will discuss the recommendations next month.

In an interview Forgyson said he expects some people will find his report controversial. "Parking is not



Lynd Forgyson

the most serious problem at the University but it is one of the most controversial ones." When the topic is raised, people feel threatened, he said, and worry they may lose their privileges.

The report points out that faculty and staff occupy more spaces than do students. Of approximately 1,900 spaces, 350 are available to students. While the report does not aim to reduce the spaces available to faculty and staff, its recommendations would

in effect remove their "privileged claims," said Forgyson.

Environmentalists may be disappointed with the report's conclusion that the University on its own cannot affect the heavy downtown traffic: "This problem can be addressed effectively only by a comprehensive City of Toronto policy which discourages the influx of automobiles to the city core," the report says.

The adverse effects of cars do not appear to trouble too many members of the University. A survey among faculty, staff and students found that 85 percent of those who drive to work or classes (and 52 percent of non-permit holders) do not feel environmental concerns should be a reason to reduce parking capacity, the report says. The survey also showed that if parking spots were eliminated at U of T, more than one-third of the 2,872 people surveyed would continue to drive to work and park elsewhere.

According to a city bylaw, the University is required to provide 2,030 parking spaces. Although about 1,900 are available, this number will be reduced to 1,400 following the construction of buildings on land such as the St. George St. lot across from Innis College.

The Forgyson report says 2,030 spaces will meet the needs of the University. Since no land is available for new parking lots, the deficit of spaces must be accommodated in a parking garage.

One of the issues that led to the establishment of the Forgyson committee was a heated debate about a proposed parking garage under the back campus. That location is not suitable because it would increase traffic congestion and pollution at the centre of the campus and would interfere with pedestrian traffic, says the report.

Talks Resume to Prevent Strike

PART-TIME EMPLOYEES OF THE Canadian Union of Public Employees, Local 3261, will be in a legal strike position April 8. Negotiations on their first contract resume tomorrow.

Bob Panzen, the local's president, says the union will not approach the talks with a strike in mind. "We will try to reach a fair and honest decision," he said April 2.

All but 18 of the 220 employees are casual workers, mostly students,

who work as athletic equipment technicians, cleaners, bartenders, waiters and cafeteria, kitchen and laundry helpers.

The employees rejected a proposal last fall with average increases of 7.5 percent the first year and two percent the second. The proposal reflects the fact that the part-time workers have not received increases for a number of years, said Brian Marshall, labour relations director.

Mellon Fellows Named

THREE U OF T STUDENTS HAVE been named 1992 Mellon fellows in the humanities. Ariana Traill, Alexander Gefter and Stephen Hum are among 80 winners selected from 2,140 candidates at 50 universities and colleges in the United States and Canada.

The number of fellowships awarded to U of T students this year was exceeded only by Harvard University with nine, and Yale and Stanford with four each. Matching U of T with three were Chicago, Cornell and Rice.

The fellowships recognize outstanding academic promise and are designed to attract students to careers in humanities teaching and scholarship.

Traill, who graduated with a BA in classics last June, has been accepted at Harvard where she will study clas-

sical philology; Gefter, graduating this spring with a degree in Russian language and literature, will attend Harvard in 1993 to continue his studies of Slavic languages and literatures; Hum, graduating in June with a BA in history and urban studies, will continue his studies in history.

The awards provide fellows with funding support for up to three years of graduate study. The stipend in the 1992-93 academic year will be \$12,500. The program also covers tuition and fees. Support in the second year is similar to the first while funding for the third year is tied to the writing of a PhD dissertation.

The Andrew W. Mellon Foundation has committed more than \$40.3 million to support the Mellon fellowships since the program began in 1982.

Four Win Teaching Awards

FOUR FACULTY MEMBERS HAVE received teaching awards from the Association of Part-time Undergraduate Students and the Students' Administrative Council.

Professor Ken Selby of the Department of Civil Engineering received the award for professional faculties (sciences). In the arts and science category, Professor John Arrowood of the Department of Psychology won in the physical and life sciences and Professor David Foot of the Department of the Economics in the social sciences. Patrick Quinn of the Department of English, teaching on a contractually limited term appointment, was named the recipient in the humanities.

The awards recognize excellence in teaching. A committee of nine full- and part-time students made the selections. Winners received their awards at a reception March 20 at Hart House.

NOTEBOOK



DURING THE MANY MONTHS OF DISCUSSIONS AT THE University Affairs Board concerning the revised sexual harassment policy, debate has been, at times, lengthy and intense. At the March 24 meeting, however, board members had a chuckle during a sparring match between two of the University's legal eagles. In debating an important clause in the policy, President Rob Prichard asked Suzie Scott, executive director of the U of T Faculty Association, to provide legal examples that could support her arguments. "I refuse to testify," a smiling Scott responded to loud laughter. Later in the meeting, following approval of the policy, David Neelands, assistant vice-president (student affairs), thanked Scott and the association for making "very valuable" contributions. These had greatly improved the document's quality and as a result, they "should not be remembered," he said, to more laughter. Adding that it had been a late meeting, he revised his comment and said the contributions would indeed be remembered.



BRIAN MARSHALL

THE THREAT OF A CRIPPLING STRIKE ON CAMPUS IS enough to make anyone edgy. But not all contract talks are nerve-wracking. In fact, U of T's labour relations director Brian Marshall did not even have to participate in the meetings last month that led to an agreement with the International Alliance of Theatrical Stage Employees. The discussions concerned just two employees — lighting and carpentry workers at Hart House Theatre. Interestingly they received increases of 4.5 percent in 1991-92 and one percent in 1992-93 — a sign of things to come?

IT'S 1,500 YEARS OLD, COVERS 15 HECTARES AND weighs more than 10,000 kilograms. It's *Armillaria bulbosa*, a giant fungus located near Crystal Falls, Michigan — and according to researchers at Erindale College, it may be the oldest and largest living organism on earth. Professor James Anderson of botany at Erindale and PhD student Myron Smith, along with colleague Johann Bruhn from the Michigan Technological University, used genetic fingerprinting techniques to establish that the fungus is a single organism rather than a network of individuals. The recent publication of these findings in the British journal *Nature* attracted plenty of attention from the mass media including a front-page story in the April 2 edition of the *New York Times*. Academic Board chair Professor Michael Marrus even saw fit to bring the discovery to his colleagues' attention at their meeting that afternoon — and was quick to offer assurances that the monster fungus had not been discovered lurking in any unused offices at Erindale.



BOB RAE

U OF T HAS SOME OF THE BEST DEBATERS IN THE country, it would appear. At the national debating championships held at the University of Western Ontario in mid-March, two Hart House teams ended up debating each other for the number one ranking. For the second year in a row, third-year students Tom Meehan of St. Michael's College and Jason Brent of UC grabbed the top spot. If history has anything to do with it, these students may be headed for politics. Bob Rae, Ian Scott and John Bosley were all debaters during their years at U of T.

THOSE STILL HOPING TO SEE THE POSTPONED "Today" show interview with Professor Jean Smith of the Department of Political Science should fire up their VCRs. Smith, author of the critically acclaimed *George Bush's War*, was bumped from the NBC program's March 18 lineup by news of the royal rift between Prince Andrew and "Fergie." According to Smith, the segment is now scheduled to air April 13 — assuming no other celebrity marriages unexpectedly hit the skids.



This advertisement has been paid for by the University of Toronto Faculty Association.

Is the University out of money ?

No.

The University has \$122 million in a savings account it has labeled the "Endowed Adjustment Fund."

Where does the money in this savings account come from?

This fund is taxpayers' money transferred to the University by the Provincial Government for the University's operating expenses.

How did this money get into this savings account?

The administration decided to transfer money left by pension fund surpluses out of the Operating Fund and into the so-called Endowed Adjustment Fund.

Is this fund really "endowed"?

No.

This fund consists of unused operating funds transferred out of the Operating Budget. The word "endowed" is misleading. Webster's defines endowment as "the part of an institution's income derived from donations." Before President Prichard's term began, this fund was called the Long-Term Adjustment Fund. This fund did not exist in any form five years ago.

How much has the administration transferred out of the Operating Fund over the years?

In the fiscal year ending April 1991, the administration transferred \$23,296,000 out of the Operating Fund; in 1990, \$26,179,000; in 1989, \$22,920,000; in 1988, \$19,214,000; in 1987, \$4,866,000.

We've been doing our homework.

Why doesn't the administration use this savings account, or some of it, to allow us a smoother period of downsizing without threatening people's jobs?

We don't know. We know of no reason not to use the savings for this rainy day. There is no legal impediment. The Governing Council simply has to decide to use this money.

Are monies being transferred out of the Operating Fund this year?

Yes — \$14 million is being transferred to the Capital Renewal Fund.

Why?

We don't know. The Capital Renewal Fund shows a positive balance without this transfer.

Would there be a deficit in the Operating Fund without this transfer?

No. If this transfer were not made, there would be no deficit.

Does the administration's refusal to use monies granted to it for operating expenses mean the Provincial Government looks skeptically on our underfunding problems?

Probably. The administration has refused the Provincial auditor's request to examine the University's "restricted accounts."

With \$122 million in a savings account, why are people's jobs being threatened?

Good question.

Do you want to know more?

The UTFA Executive invites members to one of two meetings:

The Financial Situation of the University: What We Know

April 21, Tuesday, 4:00 - 6:00, Alice Moulton Room, Sigmund Samuel Library

April 22, Wednesday, 4:00 - 6:00, Medical Sciences Auditorium

Lab Safety Comes Under Scrutiny

BY DAVID TODD

THE RECOMMENDATIONS FROM a coroner's inquest into the accidental death of a chemistry researcher at the University of Western Ontario will prompt close examination of laboratory safety at U of T.

David Gorman, director of environmental health and safety, said there are some "simple procedural things that can be done quickly and cheaply. We're simply talking about getting people to take time to do things properly." He has issued a synopsis of the 13 recommendations to chairs and deans in sciences, engineering and medicine, and to the joint health and safety committees in these divisions, urging them to consider carefully any of the measures that might be applicable.

Theodore Annan, a post-doctoral research fellow at Western, died July 9 as a result of severe burns suffered in an accidental laboratory fire 18 days earlier. After a three-day inquest in February, a coroner's jury recommended a number of safety measures that include making lab coats mandatory, equipping laboratory exits with fire extinguishers, keeping secondary exits clear, locating emergency showers outside the main doors and conducting safety training for personnel on a quarterly basis.

Adequate training, Gorman said, will go a long way towards ensuring that people follow proper procedures. He has urged departments to make certain that they provide regular instruction on safe procedures, as provincial legislation requires them to do. A minor accident on March 24, in one chemistry laboratory on the St. George campus, has underscored the need for attention to safety, he said. A bottle containing liquid waste chemicals exploded, scattering fingernail-sized shards of glass all over the lab. Three people were in the room at the time, but none was hurt.

"The potential for this sort of thing is there all the time," said Gorman. "People get careless — they think they're working carefully when they're really not."

U of T's laboratories have to date proven safe places to work, said Professor James Smith, chair of the Department of Chemical Engineering & Applied Chemistry. However, university facilities in general fall short of the high standards of safety set by industrial research laboratories. In this, Smith suggested, they reflect the attitudes and culture of the institutions.

"Universities are places where people need to feel free to carry out their investigative work without an awful lot of regulation," he said. But if incidents like the one at Western are to be avoided, Smith argued, the institutions must work constantly to promote safety awareness.

Federal regulations in the United States now require all research laboratories to develop procedures to control the exposure of their workers to chemicals. The provincial government, Gorman predicted, will eventually introduce a similar form of regulation.

The fire at Western is thought to have originated in a laboratory fume hood — an enclosed workspace with an exhaust fan that provides continual ventilation, keeping noxious fumes away from the user. Evidence suggested that the exhaust system had been turned off prior to the accident, allowing fumes to collect in the hood.

The jury recommended that fume hood exhaust fans be equipped with illuminated on/off switches, to warn users if, for some reason, the exhaust system has been shut off. Hood designs, they added, should also be modified to include floor-level collecting ducts and metal doors that would shut automatically if triggered by a heat sensor.

Distinction of Excellence



Dr. Murray Urowitz of the Department of Medicine, left, Ravi Vakil, a fourth-year Trinity College student, and John Ball of the V.W. Bladen Library at Scarborough College, were presented with U of T Alumni Association awards of excellence April 2 at Hart House. Urowitz received the Faculty Award for outstanding teaching, research and community work; Vakil, the \$12,000 Moss scholarship for a graduating student in the Faculty of Arts & Science or at Scarborough College who has demonstrated academic and extracurricular excellence; and Ball, the Chancellor's Award for staff members for length and distinction of service to the University community.

JEWEL RANDOLPH

Fourteen Research Projects Receive Provincial Funds

BY SUZANNE SOTO

FOURTEEN U OF T PROJECTS WILL receive \$1.68 million in the latest round of the province's University Research Incentive Fund (URIF) competition.

The amount is just under half of the \$3.4 million the government is giving to nine Ontario universities. URIF encourages cooperative research ventures between universities and private industry by matching dollar for dollar private sector investment in university-based projects.

The largest award for a U of T project went to Professor Andrew Mitchell of the Faculty of Management who received \$662,000 to develop new methods of analyzing electronic point-of-sale data. His work will help retailers improve their assessment of marketing efforts. A group of nine Ontario companies is matching the province's award.

Professors Donald Plewes, Michael Bronskill and Mark Henkelman of the Department of Medical Biophysics and Sunnybrook Health Science Centre were awarded \$450,000. The researchers are examining ways to adapt special purpose magnetic resonance imaging to specific clinical applications such as the diagnosis of knee problems. General Electric Canada Inc. (medical systems) is the corporate sponsor.

At the Department of Mechanical Engineering, four projects secured funding, with three co-sponsored by Ontario Hydro. Professor Jan Spelt received \$48,667 to develop a strategy to combat the spread of zebra mussels in Lake Erie; Professor

Anthony Sinclair obtained \$30,011 to create a system of locating special types of defects in engineering pipes and Professor Shaker Meguid received \$25,315 to test the alloy zircaloy at elevated temperatures. Zircaloy may eventually be used in pressure tubes of CANDU nuclear reactors. Professor Javad Mostaghimi received \$19,960 to study the results of depositing temperature-resistant zirconium oxide on different types of materials such as steel, aluminium and brass, using a microwave plasma technique. His co-sponsor is Atomic Energy of Canada Ltd.

Four projects in the Department of Electrical Engineering received funding. Professor Douglas Lavers received \$34,000 to develop computer software that will simplify the design process of aluminium cells. H.G. Engineering is the corporate partner. Bell-Northern Research is sponsoring individual projects by Professors David Lewis and Paul Chow. Lewis was awarded \$20,000 to design high-speed, special-purpose computers that will be user-programmable. Chow, who received \$15,000, is examining methods to speed up computers. With \$11,000 plus funding from Ontario Hydro, Professor Wasyl Janischewskyj's research will focus on better techniques to guard against lightning strikes.

Professor Eleftherios Diamandis of the Department of Clinical Biochemistry received \$210,000 to develop a system for measuring hormones and other proteins in drugs found in the blood of people on medication through the use of a time-resolved fluorometric system. His

corporate sponsor is CyberFlour Inc.

Professor Jorge Filmus of the Department of Medical Biophysics and the division of cancer research at Sunnybrook Health Science Centre received \$96,000 to work on ways of increasing the production of proteins in tissue culture. The project's co-sponsor is Connaught Laboratories Inc.

At the Department of Metallurgy & Materials Science, Professor Harry Ruda has been given \$12,000 to extract energy or supplement the operation of a normal solar cell by using nuclear energy. The research division of Ontario Hydro is matching the funding.

A project that will use the IBM computer program Voice-Type to collect information on patterns of regular and impeded speech has received \$47,000. The research which may eventually help those with speech impediments is being conducted by Professors Ruth Gannon and Morris Milner of speech pathology in the Department of Rehabilitation Medicine and the Hugh MacMillan Rehabilitation Centre; Nancy Thomas-Stonell, a speech language pathologist in the Department of Language Pathology at the MacMillan centre; and two researchers from the University of Western Ontario. IBM is helping to support the project.

Since its inception in 1986, the URIF program has provided 610 projects with more than \$450 million. The program, however, has recently undergone a review by the provincial government and a decision has yet to be made on its future funding.

U of T Cuts Enrolment

Average entering grade will probably be higher

U OF T WILL ADMIT 12 PERCENT fewer students this fall, says Dan Lang, assistant vice-president (planning) and University registrar.

An estimated 6,500 students from Ontario high schools will be accepted for the 1992-93 academic year. With more applicants than usual, the average entering grade for 1992-93 will probably be higher than it was the last four or five years.

Lang said that, unlike other Ontario universities, the enrolment cuts at U of T are not tied to this year's funding announcement. Instead, they are part of an ongoing enrolment reduction plan that began last September. As part of that plan, the University cut 325 positions in 1991-92. The number to be cut this year is also in keeping with the plan. "U of T is doing what it would have done in any event," he said.

Because of the way the government's "corridor" funding works, the

University loses money every time it admits more than a certain number of students. "The marginal funding we get for an additional student is less than the marginal cost," said Lang. "So it's not to the University's financial advantage to be bigger."

Almost 22,000 applicants to the Ontario Universities Application Centre in Guelph have listed U of T as one of three universities they wish to enter. Half of them made U of T their first choice, says Mary McGee, research and planning officer in the office of the assistant vice-president (planning).

Offers of admission are made in mid-June and acceptances are usually received by July. In the normal course of events, the University then makes additional offers if initial acceptances are low. This year promises to be different. "We think we're going to have plenty of acceptances this year," said McGee.



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This versatile and vivacious company will present an exciting floor show, incorporating all aspects of Spanish dance: classical, flamenco, bolero and folk.

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LETTERS

FACULTY MUST PROVIDE MORAL LEADERSHIP

I take great exception to the argument of the four writers from the Department of Political Science in their letter opposing a salary freeze ("Paving the way to mediocrity," Feb. 24). Mediocrity and worse have arrived. I know more than one full professor whose mediocrity has been notorious for years yet these individuals are protected by tenure and the upward mobility of their professions from the penury and joblessness that many humble working folk throughout Ontario are enduring now. What kind of "political science" is it that furthers the pain and divisions of our society?

Unlike the letter writers, I have never sat down to calculate the lifetime financial loss to me of my renunciation of the academic path, after I finished my doctorate 40 years ago to enter the clergy, nor do I care to do so now.

There is a lot of house cleaning to be done at the University, my alma mater, and it should begin by letting those whose chief object is personal gain join the breadlines. I have no quarrel with the needs of departments for equipment and adequate staffing to achieve their scholarly and teaching goals but it

is time our faculty provided moral and intellectual leadership of a high order.

GRAHAM COTTER
WARKWORTH, ONTARIO

THEATRE HOPES FOR CONTINUED SUPPORT

Hart House Theatre would like to thank *The Bulletin* for its support in the Feb. 6 presentation of *The Best of Times The Worst of Times*. Robert Russell's captivating performance as Charles Dickens made for a truly enjoyable evening. The theatre and I'm sure the community hope to see many more such evenings in the future.

PAUL TEMPLIN
PRODUCTION MANAGER
HART HOUSE THEATRE

LETTERS DEADLINES

APRIL 16 FOR APRIL 27

MAY 1 FOR MAY 11

Letters should be submitted on a computer disk in WordPerfect or plain text format, or on paper, typed and double spaced. Please include a telephone number and, if possible, a fax number.

TRAVEL PROGRAMME

Preferred Travel Agencies:

When planning to make travel arrangements (tickets, car rentals, hotel/motel bookings, etc.) remember to contact any of the University of Toronto's three "Preferred Travel Agencies":

American Express Travel	443-8407
Marlin Travel	485-6771
Rider Travel Group	593-8866

Whenever possible, remember to arrange payments through your University Travel Card (American Express or enRoute).

ParkN'Fly Special Offers:

A reminder that, in addition to U of T's corporate rate discount of 25% off ParkN'Fly's standard rates, ParkN'Fly is offering U of T staff an extra special "two days free" parking at valet park location till the end of April, 1992 (no minimum charge required).

For further information regarding this offer or to request a U of T corporate rate identification sticker, contact George Mammoliti, Travel Co-ordinator, 978-5173.

PURCHASING

Turnaround Documents:

Important Procedural Changes

Blanket Order turnaround documents for administrative accounts will be mailed the first week of April.

Due to requested changes to the Purchasing/Accounts Payable system, the **SAME** Blanket Order number will be re-established with the original ordered amount encumbered for the fiscal year 1992-1993.

Departments on-line with Purchasing are requested to make any necessary changes using the "CN BLANKET PO" screen (Ledger 3's update on or after Friday April 3rd and Ledger 1's and 2's update on or after Tuesday May 5th).

Other departments which require changes should return the turnaround document to the Purchasing Services Department. Ledger 3's RETURN by March 25/92 and Ledger 1's and 2's RETURN by April 24/92.

Any inquiries, contact Purchasing, 978-2353.

Old Toner Cartridges:

A reminder not to throw out old toner cartridges (for FAX machines and laser printers). They should be recharged.

Any inquiries, contact Dieter Schulz, 978-5044.

Save a tree:

In the interest of reducing our massive consumption of paper at the University, here are a few guidelines to follow:

- double-side your documents whenever possible
- try to confine letters to one page
- use both sides of a sheet of paper for FAX cover sheet information, to double its use
- use Voice Mail instead of paper to send memos
- reuse envelopes as often as possible
- save letters and documents on disk instead of making paper copies for your files

CUSTOMS/TRAFFIC

Gas Tax Refund:

If your department has gasoline purchase receipts for vehicles used by your department for January-December 1991, please send them, on the prescribed form, to Purchasing.

Our annual rebate/refund will be processed April 30, 1992. Your receipts must be received no later than April 24th. Enquiries: call Tom Nippak 978-7447.

Recycled Packing Materials:

Clean, soft bleached newsprint used for packing in shipping/receiving departments is available "FREE" including free delivery on campus.

Enquiries: call Michael O'Hearn 978-7933.

Appropriation Numbers:

Freight and courier invoices must show **Appropriation Number** in the customer reference area on all shipping bills. Do not use other references, as these are not accounting information needed by us for processing payment.

Import Permits:

Agriculture Canada has informed us that **veterinary biologics**, which **require entry permits**, will require the **original permit** to be submitted to customers before the goods will be released. This became effective April 1, 1992.

Equipment Exchange

Description	Qty.	Model	Age	Fair Mkt. Value	Contact
Software Package	4	Lotus 123, Version 3.0		\$79	D. Schulz 978-5044
Printer	1	Apple Image Writer II	1988	Best Offer	C. Lee 978-6184
Printer, 24 Pin Dot Matrix	1	Apple Image Writer II	1989	Best Offer	"
Computer	1	IBM XT 512K/20 MB	1986	Best Offer	A. Roussos 978-1892
Printer, Daisy Wheel (EXP770P, 360 CPS)	1	Inline Systems ASF 524	1986	Best Offer	"
Room Divider	4	4" x 5" & 5" x 5"	1989/90	Best Offers	M. Fukunaga 978-8800
Hubnet Network Interface	1	Canstar IIAC		Best Offer	M. Hendriks 978-5633
VME to Multibus Network Adapter	1	SUN/part# 501-1054		"	"
Tape Drive Controller	1	Ciprico Tapemaster 3000		"	"
SMD Controller	2	Ciprico 3200 & 3220		Best Offers	"
Memory Board, 8 Megabytes	1	Clearpoint		Best Offer	"
Monitor	3	Electrohome ECM1311		Best Offers	"
Video Board	3	Matrox VIP-1024A		Best Offers	"

TELLING WORDS

The oral history program puts a human face on the University

BY KARINA DAHLIN

INSTITUTIONAL HISTORY CAN BE A DRY affair. Most records at the U of T archives speak volumes about those who governed and how they did so, but little about those who were governed. Anecdotal evidence is scarce, particularly about visible minorities, women, students and persons with disabilities.

These and other groups without an authoritative voice of their own now have a chance to be heard by the oral history program, which is looking for new projects. The committee overseeing its direction wants to create a historical record that reflects U of T's diverse social, institutional, economic and cultural development, says Garron Wells, University archivist and director of the oral history program.

While various committees and boards of the University have produced an abundance of written records, there has been no systematic program to manage them, says Wells. This has resulted in significant gaps and some records have been lost forever. Personal interviews can help fill in the blanks and provide different perspectives on documented events.

The oral history tradition is centuries old. In the western world it was revived in the 1960s and 1970s by books such as Alex Haley's *Roots* and Barry Broadfoot's *Ten Lost Years, 1929-1939*. Renewed enthusiasm for the value of personal reminiscences coupled with handy tape recorders led to a new method of preserving oral history.

The University established its archives in 1965; seven years later it created the oral history program. Administratively, U of T had

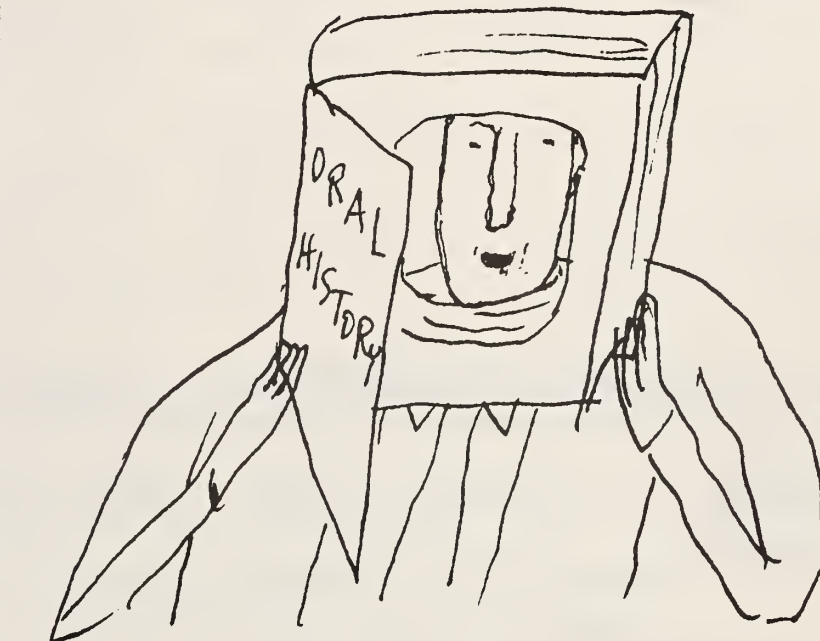
just completed an eventful decade that culminated in the move to a unicameral system of governance. The new oral history program complemented the written records, with 24 interviews in two years.

However, enthusiasm for the program could not withstand the pressures of budget cutbacks. By 1980 only 26 more interviews were completed. In 1981 former acting president Jack Sword assumed direction of the program and funding from a private donor provided temporary financial stability. The current balance of the endowment is \$83,000, an amount that the program committee hopes to increase through other private donations. To date, more than 100 interviews have been conducted.

A guide to the oral history records, published in 1988, provides some interesting information. For example, Dr. John Evans, U of T's president from 1972 to 1978, was interviewed in 1983 and 1984. In more than five hours of conversation with interviewer Valerie Schatzker, he talks about governance structures, medical education, teaching hospitals, his administration, the effect of the Haist rules and University finances. No access to the tapes will be granted until Jan. 1, 1995.

The oral history program can reap the benefits of hindsight and reflection, and by giving interviewees the option of limiting access to the tapes it allows people to speak candidly. As Wells says, "administrative records usually don't include what people really feel."

It may be interesting to hear the views of a member of the teaching staff who was



MIKE CONSTABLE

interviewed in 1987 when the Faculty of Architecture & Landscape Architecture became a school. Professor George Baird has asked that no one be permitted to listen to his words until July 15, 2002.

In 1984 Bob Rac was interviewed for two hours and provided historians immediate access to his comments. He spoke about his family connections to the University, the undergraduate curriculum in the Department of History, student activities and demonstrations and the work of the Commission on University Government of which he was a member.

Unlike written or graphic records, an oral one is a two-way exchange between the subject and the investigator, says Wells. When the exchange is recorded on tape, researchers hear not only what is said but how it is spoken. Inflections and pacing of words impose a meaning that cannot be experienced in written form.

The possibility of recording the interviews on videotape is being explored by the program committee, says Wells. For the time being, however, the sturdy reel-to-reel audiotapes serve the purpose of preserving the spoken history of the University.

PROFILE

SPEAKING WITH CONVICTION

Staff member learns to move and shake at Governing Council

BY DAVID TODD

THERE ARE TIMES WHEN IT SEEMS TO Peggy Haist that she never really left home. Her father, Reg Haist, was a professor in the Department of Physiology for 35 years, so it was only natural that she should choose U of T to do her undergraduate studies in art history. After graduating with a BA in 1973, she landed a job tending to the slide collection in the Department of Fine Art and has worked there ever since, eventually taking on the job of curator. One way or another, the Toronto native has been part of the U of T community for most of her life. "Which means," she says laughing, "that I have no experience with the real world."

Mind you, all that experience in the University world has its uses, too. Certainly it stands her in good stead as one of the two administrative staff representatives on Governing Council. Haist, who recently won re-election to a second three-year term on Council, is a firm believer in the virtues of active participation in the life of the community. The chair of the U of T Staff Association (UTSA) grievance committee from 1984 to 1986, she has also served on the Business Board for the past three years. "I run into people who say: 'There's nothing we can do to change things,' when actually there is. It's very slow. But it's a positive thing to try to do."

Colleagues with the staff association first encouraged Haist to run for Council in 1989. She took up the challenge happily but at times, after winning the seat, found herself wondering about the wisdom of the decision. The presence of so many



University movers and shakers in one room — "authority figures," as she labels them — left the soft-spoken Haist frankly intimidated. She still recalls vividly the first occasion that she spoke at length in Council: she glanced up at one point and to her mortification saw then President George Connell shaking his head. "I took it personally and almost stopped in the middle. Someone told me later he was just thinking about something else."

Though strong, Haist's anxieties have never proven a match

for her convictions. As the daughter of a respected faculty member (Reg Haist died in 1987), she grew up "believing that the University represented honesty, truth and beauty." As an employee, however, she found that the institution, like any other, can fall short of its ideals in ways both large and small. For a long few months back in the early 1980s, Haist found herself embroiled in a protracted conflict in her own workplace. She doesn't care to talk about the details now: what matters is that she managed to resolve the problem herself. The experience taught her that it is possible to effect change. That, in turn, led her to become involved with UTSA, and later with Governing Council.

Asked to single out the most dramatic episode of her first term on Council, Haist doesn't even have to pause for thought. Unquestionably, she says, it was last November's abrupt dismissal — later reversed — of 79 Faculty of Medicine support staff, in violation of University policy requiring consultation with

the affected employees. No other issue has compelled her to speak out as strongly as she did at the time.

Haist has never shed her fundamental belief in all that the University stands for: the place is, after all, a home of sorts — whether it qualifies as the real world or not. And for all her self-effacement, she doesn't shy away from criticizing the institution, in particular its dealings with employees, when she feels strongly. "I can be argumentative, believe it or not," she insists. "My friends think I am, anyway."

HOMIA FANIAN



SGS COUNCIL ELECTIONS 1992

Ballots will be distributed during the week of April 6, 1992, to all eligible constituents in these divisions:

Faculty Elections

Physical Sciences 3 vacant seats
Life Sciences 2 vacant seats

Student Elections

Life Sciences 3 vacant seats

Elections close

Monday, April 20 @ 12 noon

Enquiries may be directed to
Catherine Cumberland at 978-2385.

Following are the results of the call for nominations to fill vacant seats on SGS Council.

Faculty Seats

Humanities 2 acclamations
all vacant seats filled
Social Sciences 3 acclamations
all vacant seats filled

Student Seats

Humanities 1 acclamation
1 seat remains vacant
Social Sciences no nominations received
1 seat remains vacant
Physical Sciences 3 acclamations
all vacant seats filled



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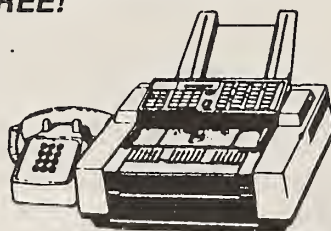
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Annual General Meeting

The annual meeting of the
University of Toronto Faculty Association
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Thursday, April 9, 1992 from 4:00 to 6:00 p.m.
in Room 1050
of the Earth Sciences Building
at 5 Bancroft Avenue

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Tuesday April 7, 1992, 4:00 p.m.
Room 3050, Sidney Smith Hall

Elizabeth Fox-Genovese

Eleonore Raoul Professor of the
Humanities,
Emory University

Feminism and Rhetoric

Wednesday April 8, 1992, 4:00 p.m.
Combination Room, Trinity College

EVENTS



LECTURES

Rethinking the Marginalization of Canadian Muslim Women's Experience.

MONDAY, APRIL 6

Anita Sheth, Ontario Institute for Studies in Education; Popular Feminism lecture and discussion series. Boardroom, 12th floor, Ontario Institute for Studies in Education, 252 Bloor St. W. 8 p.m. *Women's Studies in Education, OISE*

The Southern Conservative Tradition in American Political Culture.

TUESDAY, APRIL 7

Eugene Genovese, University Center, Georgia; John M. Olin lecture series. 3050 Sidney Smith Hall. 4 p.m. *Political Science*

"Kaltstart" of the East German Economy: Is the Engine Starting to Run?

TUESDAY, APRIL 7

Prof. Jürgen Müller, Deutsches Institut für Wirtschaftsforschung, Berlin. Combination Room, Trinity College. 8 p.m. *Trinity and Ontario Goethe Society*

Feminism and Rhetoric.

WEDNESDAY, APRIL 8

Prof. Elizabeth Fox-Genovese, Emory University; John M. Olin lecture series. Combination Room, Trinity College. 4 p.m. *Political Science*

On Architectural Education.

WEDNESDAY, APRIL 8

Michael Rotundi, SCI-Arc. Room 103, 230 College St. 7 p.m. *Architecture & Landscape Architecture*

Application of Iterative Dynamic Programming to Optimization Problems.

THURSDAY, APRIL 9

Prof. Rein Luus, Department of Chemical Engineering & Applied Chemistry. 412 Rosebrugh Building. 1 p.m. *Biomedical Engineering*

The Expulsion of the Jews from Spain.

THURSDAY, APRIL 9

Prof. Joseph Shatzmiller, Department of History; rescheduled from April 1. 213 Victoria College. 8 p.m. *Society for Mediterranean Studies*

Travel in Japanese Culture.

FRIDAY, APRIL 10; TUESDAYS AND THURSDAYS, APRIL 14 TO MAY 5.

Prof. Susumu Nakanishi; International Research Centre for Japanese Studies, Kyoto; series of eight lectures in Japanese. 14098 Roberts Library. 4 to 6 p.m. *East Asian Studies*

Potassium, Some Woolly Thoughts.

WEDNESDAY, APRIL 15

Prof. M.L. Halperin, Department of Medicine; Archibald Byron Macallum lecture. 3154 Medical Sciences Building. 4 p.m. *Physiology*

Holographic Neural Technology.

THURSDAY, APRIL 16

John Sutherland, AND Corporation. 412 Rosebrugh Building. 1 p.m. *Biomedical Engineering*

Teratogenic Effects of VDT-Like Magnetic Fields.

THURSDAY, APRIL 23

Prof. Mike Wiley, Department of Anatomy. 412 Rosebrugh Building. 1 p.m.

Biomedical Engineering

Strategies in Application of Flow Cytometry to Studies of the Cell Cycle Effects of Anti-Tumour Drugs.

THURSDAY, APRIL 23

Dr. Zbigniew Darzynkiewicz, New York Medical College. Room 171, 124 Edward St. 4:30 p.m. *Dentistry*

COLLOQUIA

Inelastic Collapse and Clumping in a One-Dimensional Granular Medium.

THURSDAY, APRIL 9

William R. Young, Scripps Institute of Oceanography. 102 McLennan Physical Laboratories. 4:10 p.m. *Physics*

New Methodology for Controlling Multiple Stereocentres.

FRIDAY, APRIL 10

Prof. Mark Lautens, Department of Chemistry. 158 Lash Miller Chemical Laboratories. 3:30 p.m. *Chemistry*

Neutron Star Plate Tectonics.

THURSDAY, APRIL 16

Prof. Malvin Ruderman, Columbia University. 102 McLennan Physical Laboratories. 4:10 p.m. *Physics and CITA*

Pattern Formation in Excitable Chemical Media.

FRIDAY, APRIL 24

Prof. Anatol Zhabotinsky, Brandeis University. 158 Lash Miller Chemical Laboratories. 3:30 p.m. *Chemistry*



SEMINARS

Optimal Location of Facilities on a Network Subject to a Single Arc Failure.

TUESDAY, APRIL 7

Prof. Gilbert Laporte, University of Montreal. 310 Rosebrugh Building. 3 p.m. *Industrial Engineering*

Active Living for an Aging Society.

WEDNESDAY, APRIL 8

Prof. Barry MacPherson, Wilfrid Laurier University. 305 Tip Top Building, 455 Spadina Ave. 3 to 5 p.m. *Studies of Aging and Health Promotion*

Biochemical Markers for Alcoholism: Adenylate Cyclase as a Case Study.

WEDNESDAY, APRIL 8

Prof. Boris Tabakoff, University of Colorado. 2173 Medical Sciences Building. 4 p.m. *Pharmacology*

Two-Dimensional Quasiperiodic Structures in Nonequilibrium Systems.

WEDNESDAY, APRIL 8

Prof. B.A. Malomed, Scientific Research Institute of Organic Intermediate Products & Dyes, Moscow. 408 McLennan Physical Laboratories. 4:30 to 6 p.m. *Nonlinear Studies Group*

Riparian Habitat as Tropical Forest Refugia.

FRIDAY, APRIL 10

Prof. Martin Kellman, York University. 3127 South Building, Erindale College. 12 noon. *Erindale Biology*

The Beneficial Effects of

Enalapril in Heart Failure: Interactive Effects with Sympathetic Transmission.

WEDNESDAY, APRIL 15

Prof. Christine Forster, Departments of Medicine and Pharmacology. 4227 Medical Sciences Building. 4 p.m. *Pharmacology*

The Eastern Christian Orientation of Metropolitan Andrei Sheptytsky: A Revisionist Approach.

THURSDAY, APRIL 16

Rev. Peter Galadza, St. Michael's College. Multicultural History Society of Ontario, 43 Queen's Park Cres. E. 4 to 6 p.m. *Ukrainian Studies*

The Baha'i and the Environment.

TUESDAY, APRIL 21

Andrew Fraser, Canadian Centre for Inland Waters. 107 Emmanuel College. 7:30 p.m. *IES, Canadian Coalition for Ecology, Ethics and Religion and Centre for the Study of Religion in Canada*

What Have We Learned from Transplantation of Adrenal Chromaffin Cells to Brain in the Treatment of Neurodegenerative Disorders?

WEDNESDAY, APRIL 22

Prof. Sharon A. Welner, McGill University. 4227 Medical Sciences Building. 4 p.m. *Pharmacology*



MEETINGS & CONFERENCES

University Affairs Board.

TUESDAY, APRIL 14

Council Chamber, Simcoe Hall. 4 p.m.

Research 92.

WEDNESDAY, APRIL 15

Keynote speaker: Prof. Mary Ellen Jeans, McGill University, on Relevance and Clinical Significance: Ethical Dilemmas in Clinical Research. Other topics include Historical Nursing Perspective; The Impact of Persistent Illness; Nursing Perceptions; Health Promotion; Individual and Family Responses to Illness; Coping with Compromised Physical Status; Family Experience/Family Perception; and Theory/Research/Practice. Auditorium, Medical Sciences Building. 8:30 a.m. to 4 p.m. Pre-registration fee: \$40. Information: 978-5627. *Nursing*

Governing Council.

THURSDAY, APRIL 23

Council Chamber, Simcoe Hall. 4:30 p.m.

Business Board.

MONDAY, APRIL 27

Council Chamber, Simcoe Hall. 5 p.m.

FILMS

Der Starke Ferdinand (Strong Ferdinand).

MONDAY, APRIL 27

Introduction by Prof. Robert Gibson, McMaster University. 205 Claude T. Bissell Building, 140 St. George St. 7:30 p.m. Tickets \$5. *Germanic Languages & Literatures and Ontario Goethe Society*

MUSIC

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WEDNESDAY, APRIL 8

Michael Connor, guitar. Concert Hall. 12:15 p.m.

Special Birthday Concert.

SUNDAY, APRIL 12

Earle Moss, piano. Concert Hall. 3 p.m.

Young Artists Series.

WEDNESDAY, APRIL 15

Gregory Ulrick, organ. Concert Hall. 12:15 p.m.

TUESDAY, APRIL 21

Krista Buckland, violin. Concert Hall. 8 p.m.

TRINITY COLLEGE

Choral Evensong.

WEDNESDAYS, APRIL 8 TO APRIL 22

Robert Bell, director. Trinity College Chapel. 5:30 p.m.

Maundy Thursday Rite.

THURSDAY, APRIL 16

Robert Bell, director. Trinity College Chapel. 5:10 p.m.

Good Friday Rite.

FRIDAY, APRIL 17

Robert Bell, director. Trinity College Chapel. 9:30 a.m.

Easter Vigil

SATURDAY, APRIL 18

Robert Bell, director. Trinity College Chapel. 10:30 p.m.

FACULTY OF MUSIC EDWARD JOHNSON BUILDING

World Music Ensembles.

WEDNESDAY, APRIL 8

Jim Kippen, coordinator. Walter Hall. 8 p.m. Tickets \$5.

Thursday Noon Series.

THURSDAY, APRIL 9

Featuring performances by student chamber ensembles. Walter Hall. 12:10 p.m.

Guitar Ensemble.

THURSDAY, APRIL 9

Eli Kassner, director. Walter Hall. 8 p.m. Tickets \$5.

U of T Symphony Orchestra.

FRIDAY, APRIL 10

Pierre Hétu, conductor. MacMillan Theatre. 8 p.m. Tickets \$10, students and seniors \$5.

University Symphony Chorus & Orchestra.

SATURDAY, APRIL 11

Doreen Rao, conductor. MacMillan Theatre. 8 p.m. Tickets \$8, students and seniors \$5.



PLAYS & READINGS

Wicked Women Coming to a Bad End.

TUESDAY, APRIL 7 TO

SUNDAY, APRIL 12

Written and directed by Rebecca Harries and Marlene Moser. Graduate Centre for Study of Drama production. Glen Morris Studio Theatre, 4 Glen Morris St. Performances at 8 p.m. except Sunday 2 p.m. Reservations: Monday to Friday, 11 a.m. to 5 p.m., 978-7986.

EXHIBITIONS

JUSTINA M. BARNICKE

GALLERY, HART HOUSE Hart House Art Competition and 70th Annual Exhibit of Photographs.

TO APRIL 9

Sponsored by the Hart House Art and Camera Club Committees. Both Galleries.

APRIL 16 TO MAY 7

Mediaeval Art from The Malcove Collection.

A selection from the collection; commemorating the 10th anniversary of its arrival at U of T. Both Galleries. Gallery hours: Monday and Friday, 11 a.m. to 6 p.m.; Tuesday, Wednesday and Thursday, 11 a.m. to 8 p.m.; Saturday and Sunday, 1 to 4 p.m.

SCHOOL OF ARCHITECTURE & LANDSCAPE ARCHITECTURE

TO APRIL 10

Saucier & Perrotte.

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APRIL 13 TO JUNE 19

Student work from the graduating class. The Galleries, 230 College St. Hours: Monday to Friday, 9 a.m. to 5 p.m.

ROBERTS LIBRARY The Royal City of Cracow.

TO APRIL 29

Depicts the architecture and monuments of Cracow; co-sponsored by the Polish Heritage Society. Main Display Area. Hours: Monday to Friday, 8:30 a.m. to midnight; Saturday: 9 a.m. to 10 p.m.; Sunday, 1 to 10 p.m. *Alumni & Community Relations*

THOMAS FISHER RARE BOOK LIBRARY Dramatis personae.

TO MAY 29

Exhibition of amateur theatre at U of T from 1879 to 1939. 1st and 2nd floors. Hours: Monday to Friday, 9 a.m. to 5 p.m.



MISCELLANY

Humour in the Workplace: A Workshop for Health Professionals.

FRIDAY, APRIL 24

A workshop with Prof. John Morreall, Rochester Institute of Technology. Thomas Lounge, Oakam House, 63 Gould St. 9 a.m. to 12 noon or 1 to 4 p.m. Registration fee: \$40. Information: Ivan Brown, 979-5000, ext. 4535. *Health Promotion*



DEADLINES

Please note that information for Events listings must be received in writing at The Bulletin offices, 21 King's College Circle, 2nd floor, by the following times:

Issue of April 27, for events taking place April 27 to May 11: MONDAY, APRIL 13.

Issue of May 11, for events taking place May 11 to 25: MONDAY, APRIL 27.

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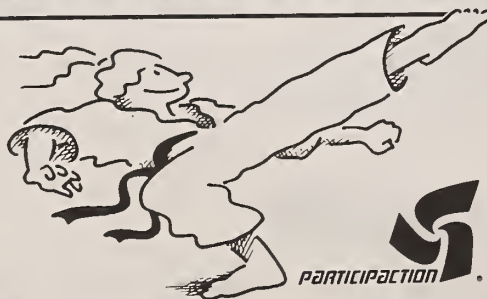


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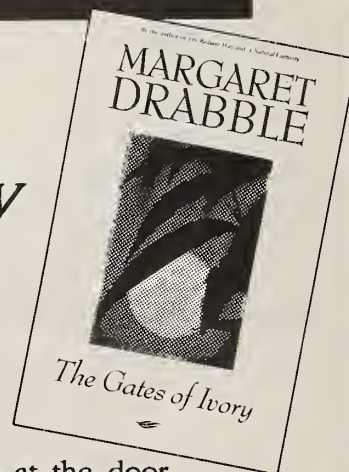
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SCHOOL OF GRADUATE STUDIES TASK FORCE ON GRADUATE ENVIRONMENTAL TEACHING AND RESEARCH

The School of Graduate Studies in consultation with the Institute for Environmental Studies have initiated a Task Force to review current graduate programs, graduate teaching and graduate research in environmental areas. The Task Force has been asked to assess the merits of current and possible alternative organizational structures for graduate programs, particularly in the light of program changes in undergraduate environmental studies, to consider the role that the Institute for Environmental Studies might play in the future, to consider the School's ability to respond to environmental concerns, and to recommend changes and new initiatives.

The Task Force has the following composition: Professors Barry Adams, Civil Engineering; Frank Cunningham, Philosophy; Don MacKay, Chemical Engineering; J.C. Nautiyal, Forestry; David Nowlan, Economics (*Chair*); Jane Phillips, SGS Associate Dean, Physical Sciences, and Chemical Engineering; Jennifer Sturgess, Associate Dean, Faculty of Medicine, and Pathology; Mike Thompson, Chemistry; Carolyn Tuohy, Political Science; Joe Whitney, Geography; John P. Williams, Botany; Ann Zimmerman, Director, Division of the Environment, Faculty of Arts and Science, and Zoology; and Mr. Steven Young, Metallurgy & Materials Science (*graduate student*).

Members of the Task Force would be pleased to have the views of graduate teachers, researchers, graduate students and others on matters within its mandate. The Task Force would be particularly interested in having the opinions of graduate faculty and students on ways in which the School of Graduate Studies could facilitate, perhaps through program development or other organizational change, research and teaching on environmental matters. How could the current structure of graduate offerings be altered to facilitate work in environmental studies? Are there current impediments to better work, and how might they be overcome? Are there particular strengths in the current arrangements for environmental teaching and research that should be protected?

The Task Force has been asked to report by the end of May. Early responses would be appreciated. These may be sent to the Environmental Task Force Assistant, School of Graduate Studies, 65 St. George Street (phone 978-2384; FAX 978-1649).

CLASSIFIED

A classified ad costs \$15 for up to 35 words and \$.50 for each additional word (maximum 70). Your name counts as one word as does your phone number, but the components of your address will each be counted as a word. No charge for postal code. A cheque or money order payable to University of Toronto must accompany your ad. Ads must be submitted in writing, 10 days before *The Bulletin* publication date, to Nancy Bush, Department of Public Affairs, 21 King's College Circle, 2nd Fl., Toronto, Ontario M5S 1A1. Ads will not be accepted over the phone. To receive a tearsheet and/or receipt please include a stamped self-addressed envelope.

ACCOMMODATION RENTALS AVAILABLE — METRO & AREA —

Casa Loma Inn (Annex). 20-room inn on quiet street. Attractive, clean, comfortable rooms. 4-piece baths, air conditioning, TV, radio, fridge, laundry, parking. U of T, subway, restaurants minutes away. Non-smokers only. Competitive daily, weekly, monthly rates. 924-4540.

Sabbatical house available for 6 months, starting July 1, 1992. 4 bedrooms, furnished, garage, 1 block west of campus, modern appliances, central air conditioning, fully renovated Victorian. \$1,650/month. Robert Street. 926-0433, after 6:00 p.m.

Sabbatical rental. Spacious, furnished, renovated, 4- or 5-bedroom home. Quiet street close to subway, schools and High Park. Private drive, large garden, deck. From July/September 1992 until July/August 1993. \$1,650/month + utilities. 536-4373, 978-7891.

Sabbatical rental. Available from July 1992 to August 1993. Newly renovated, furnished home. 3 bedrooms, 2 bathrooms, den with fireplace, walk-out to deck, 5 appliances. Close to subway. Asking \$1,300/month plus utilities. 221-7090.

Sabbatical rental: west Annex. Walk to U of T. July 1/August 1, 1992 to June 30, 1993. Close to subway, stores, schools, parks. Victorian townhouse, fully furnished/equipped. Two studies, open-plan dining/living area, two bedrooms, two bathrooms, fireplace, deck, garden, parking. \$1,600 + utilities. 588-3388.

Sabbatical lease. Spacious, furnished, 5-bedroom home in prime downtown neighbourhood. 10 minutes walk to University of Toronto, 3 minutes to subway. Parking. A major appliances. Parking, deck, garden. From June/August 1992 until July/August 1993. \$1,800/month + utilities. 535-9353.

3-bedroom executive home in the Beaches. Available July 1 to August 15. Perfect for short-term stay for teaching professor or adults taking summer courses. \$1,800 (inclusive). Phone 694-6070.

One-bedroom penthouse apartment, beautifully furnished, centrally located in Bay/Bloor area. Looking for quiet, responsible, single, non-smoking tenant. Separate kitchen, living/dining area combined, parking. Commencing June 1992 through September. \$1,500/month. 960-3518.

Sabbatical rental. Fully furnished 2-bedroom condominium. 2 bathrooms, L-shaped living & dining, balcony. Overlooking park. Forest Hill location. Direct subway 10 minutes to U of T. 5 appliances, elegant decor. Non-smokers. \$1,450/month inclusive. 787-8464.

Professor on sabbatical has nice 3+1 bedroom furnished house, quiet neighbourhood, TTC, close to schools, subway. Fireplace, parking, garden, garage. Finished walk-out basement with extra bedroom, kitchen, laundry. All major appliances. From June 1992 for year (flexible). References required. Danforth/Kennedy. \$1,250 + utilities. 266-4821.

Yonge/Eglinton. August 1992 — August 1993 (flexible). Cozy, renovated, luxury, 3-storey, 3-bedroom, detached house. Steps to subway. Open fireplace, private landscaped garden with pool, 6 appliances, A/C, parking. \$2,400/month + utilities. 924-1838.

Fully furnished house on quiet cul-de-sac, St. Clair & Christie. 3 bedrooms, finished room & powder room in basement, parking, garden. Close to schools, shopping, TTC.

Available May 1 for 1 year + \$.1,250 + utilities. Daryl, 652-9631.

May-August spectacular view! Luxury condo, Bay and St. Joseph, panorama overlooking campus, city, lake. 2 bedrooms, 2 bathrooms, modern granite floors, open kitchen/living/dining, fully furnished. Pool, weight room, squash. \$1,200/month. 975-4652.

Summer sublet. Large, beautiful, fully-furnished, 2-bedroom duplex on tree-lined street. Lots of plants, leaded windows, balcony, laundry, VCR. College/Dovercourt — 10 minutes to campus by streetcar. May to September. \$975/month inclusive. 516-3450.

High Park — Glendale. Restored, two-storey, detached, four-bedroom. All large rooms. Hardwood floors, stained glass windows, dining-room, French doors, laundry, four appliances, parking. \$1,250. Furnished or unfurnished. References. Call collect (613) 544-0970, Toronto 762-2205.

Live-in studio/apartment (open-concept) available approximately mid-May to mid-October. Newly renovated building, bathroom skylight, loft, furnished, lots of windows, clean. \$700/month. Queen and Dufferin. 516-3906.

Sabbatical rental. July 1992 — August 1993. Fully furnished four-bedroom house with large basement study on quiet street, Avenue and Lawrence area. Five minutes to primary, secondary and high schools, and transportation. \$2,000/month + utilities. References. Would consider London, England exchange. 482-9790.

Bloor West Village. Bright, clean, 2-bedroom apartment in private, renovated house. Fireplace, dining-room, garden. Major appliances and heating included. Laundry facilities and parking on premises available. Near Runnymede subway. Available May 1. \$1,150. 483-3984, 533-1440.

Sabbatical-bound professor has fully furnished four-bedroom townhouse near Scarborough College, for rent for one year beginning July. Situated on quiet cul-de-sac overlooking large open area. Central air, attached garage, all appliances, close to all amenities. Non-smokers. For information: 284-8823.

College/St. George. Steps from campus. Renovated lower duplex on Ross Street. One-bedroom with study and parking. Non-smokers, no pets. \$750/month. Available immediately. 480-2266 days.

College and Euclid. Available partially furnished: clean, bright, one-bedroom, basement apartment, \$560 per month. Furnished second-floor bedroom, share bathroom, your own kitchen, \$375 per month. Call 960-4849.

Bay & Wellesley. One-bedroom plus sun-room. \$950 per month. Available now. Good view. Call Princeton at 771-0678.

Sabbatical lease: furnished 2-bedroom apartment in house, completely self-contained. Parking, garden, close to amenities. Bathurst/St. Clair. Available July 1 until August 31, 1993. \$550/month + utilities. Suits 1 or 2. Claudette Kennedy, 658-9007.

Bloor West Village. South Kingsway. Beautiful furnished or unfurnished executive home, 4 bedrooms + den, 2 5-piece bathrooms and 2-piece, fireplace, parks, schools, private drive, quiet residential area, 5-minute walk to subway. Available July 1992 to August 1994. \$1,600/month + utilities. 767-2980.

Casa Loma area, charming coach house, furnished, 3 bedrooms plus 2 studies, 2 new bathrooms, parking, large private back-

yard. Close to transportation, schools, shopping. July 1992 — July 1993 (flexible). \$2,300 (negotiable). 925-8531.

Mt. Pleasant/Eglinton. Detached one-bedroom house. 2 storeys, steps to public transit, 5 appliances, furnished, eat-in kitchen, deck, yard, parking. Air-conditioner. Available July & August. Suits single or couple. \$850 inclusive. 322-3420.

Bright, fully renovated apartment on main floor of a detached house: 2 bedrooms, large eat-in kitchen and dining, dishwasher, laundry. Dufferin/Dupont area, close to TTC and shopping. Second-floor apartment occupied by U of T faculty member. \$850, heating included. Professional, QUIET person(s) preferred. 531-5457, evenings.

Beautiful furnished Victorian house. Five bedrooms/studies, 2 baths, fireplaces, 2-storey solarium, balcony, roof & backyard decks, private garden, barbecue, fish pond, modern appliances, central vac, exercise equipment, garage. 15-minute walk to University, 3 minutes to subway/shopping. Sept. 1, 1992 until Aug. 30, 1993. \$2,300/month + utilities. Negotiable. 531-0710.

Duplex for rent. Queen & Leslie. Newly renovated. A/C, parking, backyard. 1-bedroom lower, \$950; 2-bedroom upper, \$1,100. Call 423-7501.

Cabbagetown, walk to U of T. 3/4 of furnished apartment available while I travel. Prefer July & August. Laundry, garden, small car parking. \$90/week all inclusive except air conditioning. Work references. Phone 924-9650 or leave message.

Furnished sublet — July 1, 1992 to August 31, 1993. Yonge/St. Clair, 1/4 block from Yonge subway, good shopping, 2 bedrooms, 2 bathrooms, air-conditioned, pool, dishwasher, microwave, parking, park and lake view. 923-5574.

Late April to mid-June. Furnished 2-bedroom with parking. Steps to Danforth/Chester subway, park, shops, cafes. References required. Days: 777-2149. Evenings: 466-6856.

Charming Victorian house, 4 bedrooms, fireplace and garden, street parking. One block from U of T. Near subway, shopping, schools, recreation. Unfurnished, with 5 appliances. Available August 1, 1992 for 1-4 years. \$1,600 plus utilities. Phone 323-0445.

High Park — Indian Road. Near Keele subway. Executive 1-bedroom apartment. Whole main floor in house. Large living/dining/working area. Own entrance, parking/garage, laundry, own deck with access to landscaped garden. Non-smokers. References. Available May 1. \$1,075 all included. 604-8592.

Annex duplex. Charming 2-bedroom on 2 levels in a quiet residential area, walking distance to University of Toronto, garden parking. Call 588-0197.

Mt. Pleasant/St. Clair. Four-bedroom detached brick home. Wood trim, fireplace. Basement has laundry, sauna, lots of storage. Charming garden. Double garage and parking. \$1,800 plus utilities. Lorraine Johnson, Neil N. Wright Real Estate, 961-1698.

Summer rental. Rosedale (downtown) 3-storey house. 4-5 bedrooms, den, piano, large eat-in kitchen, sun-porch, deck, patio, fenced garden. Quiet shady street, near park, bus, shops. July and August (some flexibility). \$2,200/month. 960-4964.

Madison Avenue. Short-term apartments. Immaculate bachelors. Newly decorated and furnished. Fully equipped, TV, telephone, laundry and parking. Quiet build-

ing, smoke- and pet-free. Walk to U of T, Yorkville & Museum. From \$250 a week. 967-6474.

For dog-lovers only. Free accommodation, July & August 1992, in our north Toronto townhouse, in exchange for looking after our two bearded collies. Home telephone: 482-0530.

ACCOMMODATION RENTALS REQUIRED

House/apartment wanted to rent. Going on sabbatical or need good tenants? Professional couple will rent and care for your central Toronto home. Non-smoking, no pets. Excellent references from faculty. Available August 1992. Jennifer, 440-7612.

Doctor on sabbatical requires furnished 2-bedroom apartment or house to rent downtown from September 1, 1992 to February 28, 1993. Supply photographs if possible. Call Dr. Belik at (204) 787-3829 or fax (204) 787-4973.

Temporary furnished accommodation required in Toronto area May 15 to approximately July 15 for mother and child visiting from overseas. References available. Reply to: 839-2779, Claire. Leave message.

ACCOMMODATION SHARED

College/Dovercourt. Lovely, bright & large 2-bedroom flat to share with woman professional in second floor of house; own laundry in basement, off-street parking, convenient to University, hospitals. \$520 + utilities/month. 536-2369.

House to share/Broadview & Danforth. Transit. Large, quality renovation; smoke- and pet-free; 9' x 12' bedroom/office with private deck over backyard, newly furnished. Ideal for visiting professor or doctoral student. Considerate and organized housemate wanted. Share entire house. \$400 includes maid. Available immediately. Ken Shepard Ph.D. 463-0423.

ACCOMMODATION OVERSEAS

At home in France. Visit chateaux, vineyards, pre-historic sites (and restaurants) while staying in a restored 18th-century-village house in the glorious Dordogne, east of Bordeaux. Three bedrooms, two baths, modern kitchen, beamed ceilings, fireplaces, exposed stone, garden. For rental information: 488-7092.

Spain/Mallorca. Would like to rent my beautiful 3-bedroom renovated farmhouse in paradisaal setting — reasonable rent. For summer and/or next academic year. Phone 968-6679.

COMMERICAL SPACE FOR RENT

Excellent office or suite on Dupont near Spadina TTC. Ideal for counselling or other professional endeavours. Reasonable rent. Part-time rental a possibility. Recently painted. Share waiting room and kitchen. Call N. Forman, 967-4862 or 463-5070.

BED & BREAKFAST

Gracious English Manor with quiet reading rooms. Immaculate, smoke- and pet-free. Healthy breakfasts. Walk to U of T, ROM, Yorkville, 1 1/2 blocks to subway. Parking. \$60 single, \$75 double. 967-6474.

VACATION / LEISURE

Three miles from Orangeville, century stone 5-bedroom house on wooded 100

acres with stream. July, August or September. \$900/month + utilities. Prefer 2- to 3-month agreement. M. Joy, 978-6538, 233-2628.

Florida, Port Charlotte. 2 bedrooms, 2 baths, family room, with completely screened-in pool, newly furnished, beaches, golf. Available April 11 on through fall. Call 844-7117.

HOUSES & PROPERTIES FOR SALE

Prime location, high income, close to U of T, Bloor West Village subway. 3 bedroom semi-detached house with bachelor apartment and quiet backyard. \$2,200 yearly income. \$249K. Information: 767-5560 or 760-0333.

3 ROSS ST. Perfect for your cats, spouse, quick walks to work. Deceptively spacious, welcoming, 4 BR renovated brick semi. Still available for private sale, now in the lower \$400K range. Call 593-5008.

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Victoria B.C. Real Estate. Experienced, knowledgeable realtor with university faculty references. Will answer all queries and send information about retirement or investment properties in Victoria. No cost or obligation. Call (604) 595-3200 or write Lois Dutton, RE/MAX Ports West, 3200 Shelbourne Street, Victoria, B.C. V8P 5G8.

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Psychologist providing individual, group and couple therapy. Personal and relationship issues. U of T extended health plan covers psychological services. For a consultation call Dr. Heather A. White, 535-9432, 140 Albany Ave. (Bathurst/Bloor).

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HOLY WEEK 1992

SUNDAY, APRIL 12 THE SUNDAY OF THE PASSION
10:00 am WITH THE LITURGY OF THE PALMS

THURSDAY, APRIL 16 MAUNDY THURSDAY
5:10 pm Ceremony of Footwashing and Eucharist

FRIDAY, APRIL 17 GOOD FRIDAY
9:30 am The Celebration of the Lord's Passion

SATURDAY, APRIL 18 THE GREAT VIGIL OF EASTER
10:30 pm

SUNDAY, APRIL 19 EASTER: THE SUNDAY OF
10:00 am THE RESURRECTION

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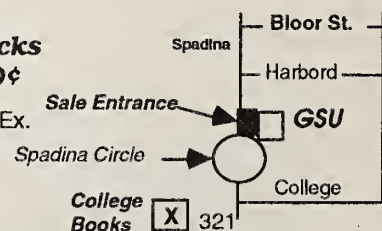
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Assignments of Carrels and Book Lockers in the Roberts Library.

Summer Session 1992

Applications for carrels and book lockers for faculty members and graduate students (Division 1 & 2) for the Summer Session will be accepted from April 13 to May 1. Application forms and information sheets are available at the Circulation Desk, 4th floor, Roberts Library.

As in the past, assignments for graduate students will be made on the basis of priorities which have been decided by the School of Graduate Studies in consultation with the Library.

Assignments are expected to begin on May 11, 1992.

For further information, ask at the Carrel Office, Room 4041, or call 978-2305.

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Noon-2:30, 5-11 p.m., Mon.-Fri. Sat. 5-11 p.m. Sun. 5-10 p.m.

RESEARCH NOTICES

For further information and application forms for the following agencies, please contact ORS at 978-2163.

MEDICINE & LIFE SCIENCES CANADIAN CYSTIC FIBROSIS FOUNDATION

The foundation has issued a call for letters of intent for its research development program III, Beyond the Gene: From Theory to Therapy. The new program is aimed at building on the discovery of the CF gene, to move towards a cure or an effective control for cystic fibrosis. Preference will be given to proposals that define the structure and function of the CF gene protein in order to clarify its disfunction; trace the links between the CF gene and the disease symptoms; create an animal model and/or cell models that can be used for gene expression and pharmacological studies; develop new pharmacological approaches to compensating for the defective CF gene; and prepare the groundwork for human trials in gene therapy, protein therapy or pharmacological therapy to control or cure the disease. U of T investigators are reminded that the usual University signature and application requirements

apply. Successful investigators will be invited to submit a full application at a later date. Deadline is May 1.

WHITAKER FOUNDATION
The foundation invites applications from biomedical investigators who are at an early stage in their research careers and whose medical research projects substantially involve the innovative use of engineering techniques or principles. Grants are awarded for \$60,000 per year for three years. The initial application is by submission of a preliminary proposal and full applications will be invited from those deemed eligible. Interested investigators are reminded that the usual University application and signature requirements apply. Deadline is May 1.

UPCOMING DEADLINES
Baxter Corporation/Renal Therapy Division — research grants: April 10.
J.P. Bickell Foundation — research grants (internal deadline): April 15.

Canadian Cystic Fibrosis Foundation — research development program III research grant (letter of intent): May 1.
Canadian Friends of Schizophrenics — competition cancelled.
CNIB — Ross C. Purse fellowships not available for 1992.
James H. Cummings Foundation Inc. — research grants (internal deadline): April 15.
Easter Seal Research Institute — research fellowships, research project grants, research training grants: April 15.
Juan de Fuca Hospital Foundation — fellowships (clinical, research and administration): May 1.
Health & Welfare Canada — diabetes in the Canadian aboriginal population research grants (letter of intent): May 1.
Multiculturalism & Citizenship Canada — Canadian ethnic studies program: April 30.
National Cancer Institute of Canada — Terry Fox development grants (full application): April 15.

National Institute for Chiropractic Research — research grants: May 1.
National Institutes of Health (US) — AIDS research grants: May 1.
NSERC — strategic grants: May 1.
Ontario Ministry of Health — research grants, information grants: May 1.
Sandoz Foundation for Gerontological Research — research grants: May 1.
Scottish Rite Charitable Foundation of Canada/Rocher Institute — major research grants, graduate students research grants, research grants: April 30.
SSHRC — strategic partnership development grants: April 15.
Thyroid Foundation of Canada — research fellowships: April 10.
Tri-Council Eco-Research (Green Plan) — university research chair (external deadline): May 15.
U of T, Connaught Committee — phase I new staff grants: May 1.
Whitaker Foundation — research grants (preliminary proposal): May 1.

COMMITTEES

ADVISORY

VICE-PROVOST
An advisory committee has been established to assist the provost in the search for a vice-provost. The term of office of Dr. Anthony Melcher ends July 1. Members are: Professor Joan E. Foley, vice-president and provost (chair); Professors Craig Brown, vice-dean, Faculty of Arts & Science; Jon Cohen, dean, School of Graduate Studies; Adele Fasick, dean, Faculty of Library & Information Science; Paul Halpern, associate dean, Faculty of Management; Gary Heinke, dean, Faculty of Applied Science & Engineering; Wendy Rolph, acting principal, Innis College and chair, Committee on Academic Policy & Programs; Paul Thompson, principal, Scarborough College; and Robert Prichard, president (ex officio); and Richard Martin, student, New College and chair, Planning & Priorities Committee.
The committee would welcome comments and nominations. These should be sent as soon as possible to the provost or to any member of the committee.

PHD ORALS

Graduate faculty please call the PhD oral examination office at 978-5258 for information regarding time and location for these listings.

WEDNESDAY, APRIL 8
Helene Marie Larin, Department of Education, "Knowledge in Practice: Motor Learning Theories in Paediatric Physiotherapy." Prof. C. Watson.
THURSDAY, APRIL 9
Yong Hao, Department of Community Health, "Maximum Median Likelihood and Maximum Trimmed Likelihood Estimations." Prof. R. Tibshirani.
Calin-Andrei Milhailescu, Centre for Comparative Literature, "High Nights Post-Tridentine Mystical Literature." Prof. W. Godzich.
FRIDAY, APRIL 10
Blake Raymond Beattie, Centre for Medieval Studies, "Aspects and Problems of Avignonese Legations to Italy: The Mission of Cardinal Giovanni Gaetano Orsini, 1326-1334." Prof. J. Goering.
MONDAY, APRIL 13
Rachel Wevrick, Department of Molecular & Medical Genetics, "Organization and Behaviour of Alpha Satellite DNA at the Centromeres of Human Chromosomes." Prof. H. Willard.
TUESDAY, APRIL 14
Dedo Suwanda, Department of Chemical Engineering & Applied Chemistry, "Combined Reactive Extrusion-Oriented Polyethylene." Prof. S.T. Balke.
WEDNESDAY, APRIL 15
David Ian Hay, Department of Community Health, "An Explication of the Relationship between Income and Health." Profs. D. Coburn and R. Badgley.
Wendy J. Lombardi, Department of Psychology, "Intentional and Unintentional Retrieval:

A Framework for the Study of Memory Performance." Prof. E. Tulving.
THURSDAY, APRIL 16
Francis Ahia, Department of Mathematics & Applied Mathematics, "Singular Perturbation Theory for Schrodinger Eigenvalue Problem: Interaction between Discrete and Continuous Spectra." Prof. I.M. Sigal.
Murray Warren Frank Grabsinsky, Department of Civil Engineering, "Quantifying Rock Stress and Evaluating Its Significance in the Geomechanical Design of Underground Mines." Prof. J.H. Curran.
Jeff Douglas McLaughlin, Department of Metallurgy & Materials Science, "Evaluation of Reciprocating Flow Ion Exchange for Auro-Cyanide Recovery." Prof. J.M. Toguri.
Hao Zhong, Department of Electrical Engineering, "Hierarchical Control of Discrete-Event Systems." Prof. W.M. Wonham.
MONDAY, APRIL 20
St. John Brian Dixon-Warren, Department of Chemistry, "Photoinduced Charge-Transfer Dissociation and Reaction in Adsorbates: Chloromethanes on Ag(111)." Prof. J.C. Polanyi.
Cher-Ming Tan, Department of Electrical Engineering, "Band Structure and Electrical Transport in n-i-n-i Doping Superlattices." Prof. S. Zukotynski.
Elizabeth Anne Warman, Department of Classical Studies, "I Begin with Pandora."

Prof. E.I. Robbins.
TUESDAY, APRIL 21
Leizhen Cai, Department of Computer Science, "Tree Spanners: Spanning Trees That Approximate Distances." Prof. D.G. Corneil.
Ian Douglas Campbell, Department of Botany, "Climate, People and Trees: Interpreting Pollen Zone 3rd in Southern Ontario." Prof. J.H. McAndrews.
Thomas Joseph Orman, Department of English, "Something Which is Not Us: Self, Place and Otherness in Byron's Poetry." Prof. M.T. Wilson.
Qinwei Shi, Department of Clinical Biochemistry, "Expression of Ventricular Myosin Light Chains in the Atria of Children with Congenital Heart Disease." Profs. G. Jackowski and D.A.G. Mickle.
Lev Tarasoff, Department of Physics, "Explorations of Quantum Gravity: One Loop Effective Action to Two-Dimensional Theories." Prof. R.B. Mann.
WEDNESDAY, APRIL 22
Constance Margaret Ruby Andrews, Department of Germanic Languages & Literatures, "Ironic Juxtaposition in 19th-Century German Novels Dealing with the Napoleonic Wars." Prof. C.N. Genno.
Sai Wai Ip, Department of Metallurgy & Materials Science, "Surface and Interfacial Phenomena in Sulphide Smelting Processes." Prof. J.M. Toguri.
Sebastian Pfeiderer, Department

of Geology, "Magnetic Pore Fabric Analysis." Prof. H.C. Halls.
Christine Ann Tilley, Department of Biochemistry, "Structural Analysis of the Major Oligosaccharide on Glycosylated Bovine α -Lactalbumin." Prof. M. Moscarello.
THURSDAY, APRIL 23
Young Chul Chang, Faculty of Management, "The Role of Social Support in the Context of Job Stress." Prof. M.G. Evans.
Frank Helmar Wilhelm Edler, Department of Philosophy, "The Significance of Holderlin for Heidegger's Political Involvement with Nazism." Prof. G. Nicholson.
Ronald Norman Harpelle, Department of History, "West Indians in Costa Rica: Class and Ethnicity in the Transformation of a Community." Prof. D. Raby.
Robert Paul Hebdon, Centre for Industrial Relations, "Industrial Conflict under Ontario's No Strike Laws." Prof. M. Gunderson.
Sylvia Ruth Morrison, Department of Education, "Selective and Sustained Attention in Subtypes of Learning Disabilities and Attention Deficit Disorder." Prof. L. Siegel.
Edward Joseph Peacock, Department of Psychology, "Coping with Anticipatory Stress: A Study of Appraisal, Personality and Situational Variables." Prof. P.T.P. Wong.
Patricia Dianne Ross, Department of Zoology, "Morphological Variation and Phylogeny of Palaearctic Hamsters (Rodentia, Cricetinae)." Prof. C.S. Churcher.

FRIDAY, APRIL 24
Joseph Okumu Aseno, Department of Civil Engineering, "The Design of Observations for Monitoring Horizontal Deformations of Engineering Structures and the Analysis of Subsequent Data." Prof. A.M. Wassef.
Maria Anna Polak, Department of Civil Engineering, "Nonlinear Analysis of Reinforced Concrete Shells." Prof. F.J. Vecchio.
Elizabeth Anne Smigel, Graduate Centre for Study of Drama, "The Function of Dance in the Early Victorian Theatre as Represented in the Plays of Charles Selby." Prof. R. Bryden.
MONDAY, APRIL 27
Irene Elizabeth Luinenburg, Department of Botany, "Molecular Characterization of Phosphoenolpyruvate Carboxylase in Cyanobacteria." Prof. J.R. Coleman.
Dirk Jan Oostwoud Wydenes, Department of Geography, "The Dynamics of Gully-Head Erosion on a Semi-Arid Piedmont Plain, Baringo District, Kenya." Prof. R. Bryan.
TUESDAY, APRIL 28
Ena Barbara Garmaise, Faculty of Management, "Continuity and Cooperation in Business-to-Business Relationships." Profs. G.S. Day and M.G. Evans.
WEDNESDAY, APRIL 29
Piotr Boleslaw Koszmider, Department of Mathematics & Applied Mathematics, "Two-Cardinal Combinatorics, Compact Spaces and Metrization." Profs. F.D. Tall and W.A.R. Weiss.

FIT FOR THE FUTURE

The Department of Athletics & Recreation has embarked on an exercise for its continuing health

BY IAN MCGREGOR

THE IMPORTANCE OF ATHLETICS and recreation in an academic setting has been the subject of debate for some time. It becomes particularly focused in times of budget crises when people question the significance of sport and recreation relative to the centrality of the university's mission.

The fact that athletics and recreation departments are still alive and have continued to flourish indicates to some degree the support of senior officials at universities throughout North America. Indeed, the unprecedented growth in sport and recreation facilities at US universities in the last 10 years is indicative of the recognized role these facilities have in attracting and retaining students.

At many universities, there has been a rapid movement towards a partial or total self-funding model for athletics and recreation departments due in part to previous funding crises. Nowhere is this trend more vividly demonstrated than at the University of Toronto where our department is responsible for generating more than 85 percent of its operating budget.

While movement to a self-funding model is crucial, it will not be sufficient to guarantee survival in the 90s and beyond. The key to our future lies in our ability to satisfy customer needs. In this respect, our struggle parallels the current challenges facing Canadian and North American business. The message is very clear — pay attention to the needs of customers or fail.

Recognizing this, about one year ago the Department of Athletics & Recreation (DAR) embarked upon a strategic planning and renewal process to prepare itself to meet these and other challenges in the decade ahead. Called Focusing on the Future, this process is designed to help the department fulfil its mission in delivering physical exercise as an integral part of the total educational experience at the University.

Strategic planning is not a new concept. Many academic and administrative units on campus are currently developing or revising mission statements to guide their planning efforts. What is unique about our process is a staff commitment to develop a totally new corporate culture, a new way of working together. We believe that success and survival in the next five to 10 years will depend not only on *what* we do to meet the needs of our users, but on *how* we do it.

In fact, addressing the twin challenges of creating a new strategic plan and a different working environment begins at the same starting point — the development of a vision, mission and shared values.

A VISION STATEMENT DESCRIBES AN ORGANIZATION'S DREAM and provides the driving force to achieve the mission. In this respect, our department is committed to being a leader in the field of physical exercise, a model athletics and recreation department in Canada and a flagship department for the University. Put simply, DAR intends to become the best possible departmental team, with everyone contributing and providing an environment free from all forms of discrimination.

The department's mission, developed by staff, is to provide high-quality physical exercise opportunities primarily to University students but also to faculty and administrative staff, alumni and the general community.



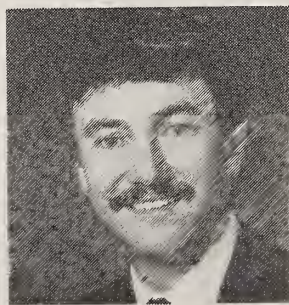
carries out its business. Three values — empowerment, customer service and constant improvement — will guide our methods of completing day-to-day tasks.

Empowerment is the process whereby each department member accepts increased responsibility for quality of work life by making choices and decisions that support the mission, within boundaries and based on resources.

Customer service is the creation of a quality environment in which people feel welcome and valued and have their needs met in a knowledgeable and responsive manner.

Constant improvement is the process of evaluating the present, exploring potential and creating a more effective future. Drawing lessons from the Japanese concept of "Kaizen" (constant improvement), the department's commitment means it will strive to seek more efficient, effective and exciting ways to deliver its programs and services.

Its focus is to encourage participation in a wide variety of recreational and fitness activities, in high performance opportunities in select sport programs and in innovative programs that promote a holistic approach to health. Involvement in these endeavours creates excitement and enjoyment and promotes an active, healthy lifestyle.



SUCCESS WILL DEPEND
ON HOW WE MEET THE
NEEDS OF OUR USERS

IAN MCGREGOR

The mission statement provides us with a framework to help us discover what we, as an organization in the business of physical exercise, can do to satisfy customer needs. An important component is asking what our customers want — questions that can be answered through regular market surveys and by consulting our various advisory committees.

The statement also identifies who our primary customers/clients are, an important fact that provides focus to our planning efforts.

AN ORGANIZATION'S VALUES REPRESENT THE CORNERSTONE upon which strategies are developed that address how it

While these organizational values help to explain how DAR is going to deliver its programs and services, they tell only half the story. If we are to work together effectively as a team, the personal values of trust, honesty, caring and respect (again developed by staff) become critical components in the creation of this new work paradigm.

A key feature in developing our strategic plan is the participation by all staff. Although extremely time consuming, the end result is that staff have a vested interest in the final product. Involvement, participation and staff "ownership" are essential ingredients in its success.

Our department is now 15 months into its journey and much hard work lies ahead. We expect to finalize our strategic plan by early fall, for implementation during the 1993-94 fiscal year.

Work on developing and anchoring a new corporate culture is a continuing and ongoing challenge but we have already seen significant changes. One of our current priorities is establishing interdepartmental work teams that involve more staff in the decision-making process. However we are under no illusions: the struggle ahead for staff as they mould the new work paradigm is formidable. We believe though that what we are doing is absolutely necessary if we are going to be successful in the future.

Focusing on the Future is a unique process for an athletics and recreation department in a Canadian university. Indeed it is a unique dynamic within any university setting and one that could provide a model for other units at U of T. While other departments may be structured differently and may not depend on generating revenue for their survival, all have external customers (students) and internal ones (staff). Given this interpretation of what a "customer" is within a university setting, the term customer service takes on new meaning and significance in the creation of a modern-day work environment.

What has become evident during this process is the tremendous energy and enthusiasm that exists in creating a different future. The challenge for all of us at U of T is to tap into that energy as a way of maximizing human and organizational potential.

Ian McGregor is director of the Department of Athletics & Recreation.